



Cabinet

Date **Wednesday 16 January 2013**
Time **9.30 am**
Venue **Council Chamber, Crook Civic Centre, North Terrace, Crook,
Co Durham, DL15 9ES**

Public Question and Answer Session

9.30 a.m. to 10.00 a.m.

An opportunity for local people to have a 30 minutes informal question and answer session with Cabinet Members.

Cabinet Business

10.00 a.m. onwards

Part A

**Items during which the Press and Public are welcome to attend.
Members of the Public can ask questions with the Chairman's
agreement.**

1. Minutes of the meetings held on 12 December 2012 and 19 December 2012 (Pages 1 - 10)
2. Declarations of interest.

Key Decisions:

3. Medium Term Financial Plan (3), Council Plan and Service Plans 2013/14 - 2016/17 - Joint Report of Corporate Director, Resources and Assistant Chief Executive [Key Decision: Corp/A/10/12/01] (Pages 11 - 44)
4. Revitalising Markets within County Durham - Joint Report of Corporate Director, Neighbourhood Services and Corporate Director, Regeneration and Economic Development [Key Decision: NH/06/11] (Pages 45 - 92)

Ordinary Decisions:

5. Implications for Durham County Council of the Government's Policy Programme - Report of Assistant Chief Executive (Pages 93 - 132)

6. Overview and Scrutiny Review - Reducing the Council's Carbon Emissions - Report of Assistant Chief Executive (Pages 133 - 184)
7. Mid-Year Report for the period to 30 September 2012 on Treasury Management Service - Report of Corporate Director, Resources (Pages 185 - 194)
8. NHS reforms and the transfer of public health functions to Durham County Council - Report of Corporate Director, Children and Adults Services (Pages 195 - 208)
9. Annual Report of Local Safeguarding Children Board 2012/13 - Report of Corporate Director, Children and Adults Services (Pages 209 - 252)
10. 125 Year Lease to the Woodland Burial Trust CIC at South Road Cemetery, Durham - Joint Report of Corporate Director, Regeneration and Economic Development and Corporate Director, Neighbourhood Services (Pages 253 - 258)
11. Such other business, as in the opinion of the Chairman of the meeting, is of sufficient urgency to warrant consideration.
12. Any resolution relating to the exclusion of the public during the discussion of items containing exempt information.

Part B

Items during which it is considered the meeting will not be open to the public (consideration of exempt or confidential information)

13. Such other business as, in the opinion of the Chairman of the meeting, is of sufficient urgency to warrant consideration.

Colette Longbottom
Head of Legal and Democratic Services

County Hall
Durham
8 January 2013

To: **The Members of the Cabinet**

Councillors S Henig and A Napier (Leader and Deputy Leader of the Council) together with Councillors N Foster, L Hovvels, M Nicholls, M Plews, C Robson, B Stephens, C Vasey and B Young

Contact: Ros Layfield

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DURHAM COUNTY COUNCIL

At a Meeting of **Cabinet** held in Committee Room 2, County Hall, Durham on **Wednesday 12 December 2012 at 10.00 am**

Present:

Councillor S Henig (in the Chair)

Cabinet Members:

Councillors Foster, Hovvels, Napier, Nicholls, Plews, Robson, Stephens, Vasey and B Young

Also Present:

Councillors Arthur, R Ord, Shuttleworth, Stradling and J Turnbull

1 Minutes

The minutes of the meeting held on 14 November 2012 was agreed as a correct record and signed by the Chairman.

2 Declarations of interest

There were no declarations of interest.

**3 Stock Options Appraisal Project - Conclusion and Next Steps
Key Decision: R&ED/12/12**

The Cabinet considered a report of the Corporate Director, Regeneration and Economic Development which advised of the outcomes of the housing stock appraisal project and recommended the best option for the future ownership, financing and management of the council's housing stock (for copy see file of minutes).

Resolved:-

That the recommendations contained in the report be approved.

4 Evaluation of Selective Licensing at Dean Bank and Chilton West

The Cabinet considered a report of the Corporate Director, Regeneration and Economic Development which outlined the background to the use of Selective Licensing at Dean Bank and Chilton West designed to tackle issues within the private rented sector. It further summarised the evaluation of the scheme, which looked at performance and highlighted successes along with areas for improvement. The report further outlined recommendations for the future management of those areas (for copy see file of minutes).

Resolved:

That the recommendations contained in the report be approved.

5 Update on Conservation Area Character Appraisal Work Programme. Boundary Amendments and Character Appraisals for Bishop Middleham, Lartington, Mickleton, Staindrop and Trimdon Village Conservation Areas

The Cabinet considered a report of the Corporate Director, Regeneration and Economic Development which advised that the Durham City Conservation Area Character Appraisal was underway and that volunteer groups were currently working with the Heritage Landscape and Design Team to carry out in depth street by street surveys of the conservation area. The report outlined that the results of the community engagement project would be fed into the forthcoming character appraisal document.

In addition the report sought approval to amend the boundaries and character appraisals for the Bishop Middleham, Lartington, Mickleton, Staindrop and Trimdon Village Conservation Areas (for copy see file of minutes).

Resolved:

That the recommendations contained in the report be approved.

6 Street Lighting Energy Reduction Project

The Cabinet considered a report of the Corporate Director, Neighbourhood Services which sought approval for the “invest to save” business case for the Street Lighting Energy Reduction Project.

Resolved:

That the recommendations contained in the report be approved.

7 Quarter 2 2012/13 Performance Management Report

The Cabinet considered a report of the Assistant Chief Executive which presented progress against the council's corporate basket of performance indicators and reported other significant performance issues for the second quarter of 2012/13 (for copy see file of minutes).

Resolved:

That the recommendations contained in the report be approved.

8 Update on the delivery of the Medium Term Financial Plan 2

The Cabinet considered a report of the Assistant Chief Executive which provided an update on the progress made at the end of the second quarter this year on the delivery of the 2012/13 to 2015/16 Medium Term Financial Plan (for copy see file of minutes).

Resolved:

That the report be noted.

9 Joint Strategic Needs Assessment 2012 and the Joint Health & Wellbeing Strategy 2013-2017

The Cabinet considered a joint report of the Corporate Director of Children and Adults Services, and Director of Public Health, County Durham which presented the key messages from the Joint Strategic Needs Assessment 2012 and sought approval and support for County Durham's first Joint Health and Wellbeing Strategy 2013-2017 (for copy see file of minutes).

Resolved:

That the recommendations contained in the report be approved.

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DURHAM COUNTY COUNCIL

At a Meeting of **Cabinet** held in Committee Room 2, County Hall, Durham on **Wednesday 19 December 2012 at 9.30 am**

Present:

Councillor S Henig (in the Chair)

Cabinet Members:

Councillors Foster, Hovvels, Napier, Nicholls, Plews, Robson, Stephens

Also Present:

Councillors M Dixon, N Harrison, G Huntington, R Ord, Shuttleworth, and Stradling

Apologies:

Apologies for absence were received from Councillors Napier, Vasey and B Young

1 Declarations of interest

There were no declarations of interest.

2 Exclusion of the Public

Resolved:

That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraph 3 of Schedule 12A to the said Act.

3 Transfer of Trust Land to Durham County Council

The Cabinet considered a report of the Corporate Director, Regeneration and Economic Development that sought Authority from the Council, acting as Trustee of the freehold land lying north east of Fourth Street Leadgate held on charitable trust for the formal exchange of this land with land at Watling Woods held by the Council in a statutory capacity (for copy see file of minutes).

The Cabinet acting in its capacity as Trustee considered the advice provided in making its decision (for copy of briefing note see file of Minutes).

Resolved:

That the recommendations contained in the report be approved.

DURHAM COUNTY COUNCIL

At a Meeting of **Cabinet** held in Committee Room 2, County Hall, Durham on **Wednesday 19 December 2012 at 10.00 am**

Present:

Councillor S Henig (in the Chair)

Cabinet Members:

Councillors Foster, Hovvels, Napier, Nicholls, Plews, Robson, Stephens

Also Present:

Councillors J Armstrong, Blakey, Bowman, M Dixon, J Gray, N Harrison, G Huntington, R Ord, Shuttleworth, Stradling, and J Turnbull

Apologies:

Apologies for absence were received from Councillors Napier, Vasey and B Young

1 Declarations of interest

There were no declarations of interest.

2 Local Council Tax Support Scheme, Review of Discretionary Council Tax Discount on Unoccupied Properties and Calculation of Council Tax Base 2013/14

Key Decision: CORP/R/12/02

The Cabinet considered a report of the Corporate Director, Resources which provided detail of the outcome of the consultation on the Local Council tax Support Scheme (LCTSS) and the proposed changes to Council tax discounts on empty properties, including second homes, plus the withdrawal of the 'double taxation' payments currently provided to some parish and town councils (for copy see file of minutes).

In responding to a question from Councillor G Huntington, Cabinet members advised of the assistance that the Authority was proposing to provide to help Town and Parish Councils manage the changes introduced by the Government.

Resolved:

That the recommendations contained in the report be approved.

3 Medium Term Financial Plan (3), Council Plan and Service Plans 2013/14 - 2016/17

Key Decision: CORP/A/10/12/1

The Cabinet considered a joint report of the Corporate Director, Resources and Assistant Chief Executive which provided and update on the following:

- (i) Autumn Statement and Local Government Finance Settlement.
- (ii) 2013/14 Budget.
- (iii) Development of the 2013/14 – 2016/17 MTFP (3) Model.
- (iv) MTFP consultation to date.
- (v) Equality Impact Assessments.
(for copy see file of minutes).

Resolved:

That the recommendations contained in the report be agreed.

4 Welfare reform update

Key Decision: CORP/A/12/12/2

The Cabinet considered a report of the Assistant Chief Executive which provided an update on policy developments in relation to Welfare Reform including what action the council is taking to prepare for the implementation of the reforms and sought approval to the proposed approach to the localisation of the Social Fund in County Durham (for copy see file of minutes).

Resolved:

That the recommendations contained in the report be agreed.

5 Exclusion of the Public

Resolved:

That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following item of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraph 3 of Schedule 12A to the said Act.

6 Sale of Land at Pont Lane, Leadgate

The Cabinet considered a report of the Corporate Director, Regeneration and Economic Development which sought authority to exchange a parcel of land at Watling Wood, Villa Real, Consett which is currently held in a statutory capacity for a parcel of land lying to the north east of Fourth Street, Leadgate (for copy see file of minutes).

Resolved:

That the recommendations contained in the report be agreed.

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Cabinet

16 January 2013



Medium Term Financial Plan (3), Council Plan and Service Plans 2013/14 – 2016/17

Key Decision CORP/A/10/12/1

Report of Corporate Management Team

Don McLure, Corporate Director Resources and

Lorraine O'Donnell, Assistant Chief Executive

Councillor Alan Napier, Cabinet Portfolio Holder for Resources

Purpose of the Report

- 1 To provide an update on the following:
 - (i) The Local Government Finance Settlement and its impact upon the 2013/14 Budget and Medium Term Financial Plan for 2013/14 – 2016/17 (MTFP 3)
 - (ii) MTFP 3 Consultation
 - (iii) Council Plan and Service Plans
 - (iv) Equality Impact Assessments

Executive Summary

- 2 Although the core elements of the 2013/14 and 2014/15 Local Government Finance Settlement were received on 19 December 2012, effective planning of the 2013/14 Budget and MTFP 3 continues to be difficult due to:
 - (i) A range of key funding streams are yet to be announced;
 - (ii) Financial data from the Department for Communities and Local Government continues to be revised due to arithmetical funding allocation errors being identified.
- 3 The Government has revised their plans in some areas after receiving feedback from the Business Rate Review (BRR) consultation period, with the sums 'top sliced' from budgets for the New Homes Bonus, Academy Schools and Business Rate 'Safety Net' Protection reducing. Disappointingly, the outcome of the consultation has resulted in no changes however being made in the following areas which impact adversely upon the council.
 - (i) **Damping** – in 2013/14 the council will still contribute £9.3 million to the national damping arrangements in order to protect some other councils. It is now expected that these proposed damping arrangements will remain 'frozen' at this level until at least 2020, by which time the council will have lost over £65 million of funding than the

previous 'needs' based grant calculations would have paid to the council.

(ii) **Capitalisation 'Top Slice' from Government Funding** – although the Government have agreed to allow councils to fund equal pay, back payments from capital receipts from 2012/13 there is still to be a £100 million 'top slice' from the national local government funding control totals to allow some councils to spread out the cost over several years to pay for these equal pay costs where they are unable to afford to fund in the year they occur. At the present time the council does not qualify under the government's capitalisation process due to the council's prudent level of financial reserves. The council is therefore losing an estimated £1.1 million of funding from this process which will not be recovered.

(iii) **Academy School 'Top Slice' from Government Funding** – although the sum top sliced from council budgets nationally has reduced from the forecasted £1.22 billion to £1.03 billion, this sum still has a detrimental impact on the council due to the government's methodology for reimbursing all councils having a disproportionate impact in some areas across the country.

- 4 The Government's 2013/14 and 2014/15 methodology for funding cuts generally appear to be having an inconsistent impact in some local authority areas across the country. Across 2013/14 and 2014/15, the average 'spending power' reduction in the country is 5.5% whereas the reduction for the council is 6.0% and the average for the twelve Association of North East Councils (ANEC) being 6.4%. This compares to Surrey County Council where the spending power reduction for 2013/14 and 2014/15 is only 1.5%. In addition Surrey County Council continues to receive £60 million from the national damping arrangements.
- 5 Although the Government reports a 4.6% reduction in the council's 'spending power' for 2014/15, the council's Start Up Funding Assessment within the new Business Rates Retention scheme actually reduces by 10.4%.
- 6 An estimated funding position for the council has been developed which would indicate that the settlement for 2013/14 and 2014/15 is broadly in line with expectations, with the 2013/14 settlement being £2.4 million better than forecast and the 2014/15 settlement being £1.9 million worse than forecast.
- 7 To balance the 2013/14 budget at this stage where we are still awaiting further financial information, it is forecast that savings of £20.9 million will be necessary. Savings of £27.9 million will be required in total to balance the 2014/15 forecasted budget. Over the MTFP 3 period savings of £96.8 million are required in total, bringing the total savings since the 2010 Comprehensive Spending Review (CSR) until 2016/17 being £189.8 million with this figure expected to exceed £200 million by the end of 2017/18.
- 8 The council will continue to face increasingly significant challenges in balancing budgets across the MTFP period and beyond with £53.1 million of savings still to be identified across the 2014/15 to 2016/17 period at this stage. The MTFP 3 Model at appendix 3 forecasts a balanced budget for 2013/14.

- 9 An extensive consultation process led to over 1500 people giving their views on how the council has managed spending reductions so far, the impact that the reductions have had to date and ideas for making further reductions in the future. The main findings are:
- (i) a high level of satisfaction with how the council has managed a difficult process so far. On a scale of 1 to 10, with 10 being excellent, the mean score from AAP forums was 7, and 6.2 from the citizens' panel. The most common score given by AAPs was 8 and 7 for the citizens' panel.
 - (ii) a greater awareness amongst the public of central government cuts rather than the council's financial situation and how it is responding locally;
 - (iii) 40% of respondents felt the move to alternate weekly refuse/recycling collections was positive compared to 12% who felt it had a negative impact;
 - (iv) The largest response to some of the largest changes that have been implemented to date was 'no impact'. However net negative impact was largest for changes to contracted bus services and home to school transport;
 - (v) Suggestions and comments for managing further spending reductions fell into four categories: how we manage the reductions with a strong desire for combined public involvement; improving financial efficiencies; council structures and service delivery; and specific service changes and improvements.

Background

- 10 The MTFP report to Cabinet on the 19 December 2012 provided details of the following:
- (i) The announcement of a Council Tax Freeze Grant for 2013/14. The grant would be payable to any local authority which did not increase Council Tax in 2013/14 with the sum payable being the equivalent of a 1% increase in Council Tax. The grant has been guaranteed for 2013/14 and 2014/15 only at this stage.
 - (ii) How the Government had reduced the Council Tax referendum level for council tax increases from the previous level of 3.5% to 2%.
 - (iii) The Chancellor of the Exchequer's Autumn Statement of 5 December 2012 confirmed an additional 2% funding cut for local authorities in 2014/15 and also confirmed that cuts in the public sector were forecast to continue until at least 2017/18.
 - (iv) Based upon the forecast of funding cuts and planned savings in 2013/14 there was confidence that a balanced budget for 2013/14 could be set.
 - (v) The longer term forecasted position had worsened with total savings for the period 2011-2018 forecast to exceed £200 million and savings yet to be identified across MTFP (3) from 2014/15 to 2016/17 totalling around £53 million.

- (vi) How the Local Government Finance Settlement was expected to be announced on 19 December 2012 with the details and impact of this to be reported to Cabinet on 16 January 2013.

Local Government Finance Settlement

- 11 The Department for Communities and Local Government (DCLG) did actually announce the core elements of the finance settlement for both 2013/14 and 2014/15 on 19 December. At this stage, there are still some key elements of the settlement to be confirmed as detailed below:-
- (i) Public Health funding – the Department of Health (DoH) have confirmed that the funding allocation to local authorities should be announced on 11 January 2013. The expectation is that funding levels will be allocated for 2013/14 and 2014/15 which will be helpful for financial planning purposes.
 - (ii) Early Intervention Grant (EIG) – the Department for Education (DfE) is yet to confirm allocations to local authorities from the £150 million top sliced from the national local government funding control total. The EIG previously funded a range of services including Sure Start, Children’s Centres, Connexions and two year old nursery placements.
 - (iii) Local Authority Central Spend Equivalent Grant (LACSEG) – the DfE have confirmed that they will announce allocations of the new Education Services Grant in “late January”. The Education Services Grant is created by top slicing from the Council’s budget the estimated cost of providing specified support services to schools. The funding is transferred to the DfE who distribute the funding back to academy schools and local authorities on a per pupil basis. This is seen as a key funding stream for academy schools.
 - (iv) New Homes Bonus Top Slice – the DCLG have confirmed that they will confirm during January the sum which will be reimbursed to local authorities from the £300 million top sliced nationally to finance the 2013/14 New Homes Bonus. It is expected that circa £75 million will be reimbursed nationally and our estimated share for County Durham in 2013/14 is £0.9 million.
 - (v) Capitalisation/Safety Net Top Slice – the DCLG have top sliced £100 million nationally for Capitalisation and £25 million nationally for the Business Rate Safety Net to protect those councils who end up collecting over 7.5% less than forecasted business rates income. Confirmation on whether any sum will be reimbursed will not be received until after the end of the 2013/14 financial year. It is prudent to assume that no funds will be reimbursed to County Durham from this source at this stage.
- 12 Although all of the necessary financial information has not yet been received, it is possible to provide an estimate of what the overall impact of the settlement has had on the 2013/14 Budget and MTFP 3.
- 13 Previous reports to Cabinet have detailed the fundamental change in how local authorities are to be funded in the future via the Business Rate Retention (BRR) Scheme. The finance settlement has confirmed the following:

- (i) Local authorities will retain 50% of the business rates collected locally which is to be known as 'the local share'.
- (ii) Local authorities will be responsible for the funding of all successful rateable value appeals by businesses, including backdated amounts.
- (iii) The BRR safety net is set at 7.5% of the funding baseline.
- (iv) A number of former specific grants along with the funding associated with the Local Council Tax Support Scheme (LCTSS) have been absorbed into the BRR from 1 April 2013.

14 To enable a comparison to be made on the impact of the finance settlement, a baseline needs to be set detailing the 2012/13 funding streams which are now part of BRR. The table below details these:

	£m	£m
2012/13 Formula Grant		
Re-distributed Business Rates	219.007	
Revenue Support Grant	<u>4.245</u>	223.252
2012/13 Specific Grants transferring into BRR		
Early Intervention Grant	24.788	
Learning and Disability Reform Grant	10.009	
Preventing Homelessness Grant	0.510	
Local Lead Floor Authorities Grant	<u>0.130</u>	
TOTAL FUNDING TRANSFERRING INTO BRR		<u>35.437</u> <u>258.689</u>

15 The total funding received in 2012/13 which will now form part of BRR is £258.689 million. As reported to Cabinet on 19 December 2012, this baseline was expected to reduce by £11.612 million in 2013/14.

16 In 2013/14 the previous funding streams are replaced by new BRR baselines and a range of new funding streams and expenditure requirements as detailed below:

(i) Business Rate Baselines

Within the new BRR Scheme, each local authority is allocated a 'Start Up Funding Assessment' (SUFA). The SUFA is initially calculated by totalling all of the funding streams within BRR, running the former needs based funding formulae and then applying 'damping' levels. The 2013/14 SUFA for the Council is £278.375 million. Within this figure the Council is still contributing £9.347 million to the national damping arrangements to protect local authorities such as Surrey County Council which is receiving £59.6 million from the damping system. At this stage no confirmation has been received from DCLG as to what will happen with the damping figures in 2014/15 and beyond, although it is understood that no further adjustments will be made until at least 2020.

Within the SUFA, each council has a Baseline Funding Level. The Baseline Funding Level for the Council has been set at £111.21 million. The Council receives the difference between the SUFA and the Baseline Funding Level as Revenue Support Grant (RSG). The RSG for the Council in 2013/14 is £167.165 million and in future years the Government will reduce this grant in particular to apply its on-going austerity cuts.

Within the Baseline Funding Level the Government have calculated a forecast of Business Rates local authorities will collect locally i.e. the 50% local share. The Government have reduced this figure to take into account that local authorities will be required to pay for all successful, backdated rateable value appeals from businesses in the future. The 2013/14 Baseline Business Rate figure for the Council is £52.985 million.

The Council will receive the difference between the Baseline Funding Level and the Baseline Business Rate figure as a 'Top Up' Grant. The 2013/14 Top Up Grant for the Council will be £58.225 million.

The table below details the key baseline elements of the new BRR Scheme for the Council.

	£m	£m
Baseline Business Rates	52.985	
Top Up Grant	58.225	
Revenue Support Grant	167.165	
START UP FUNDING ASSESSMENT		278.375

(ii) New Funding Streams

The Council will receive new funding streams in 2013/14 relating to the BRR Scheme as detailed below:-

- **Two Year Old Nursery Placement Funding in the Dedicated Schools Grant (DSG) - £5.017 million.** This funding was previously paid as part of the Early Intervention Grant but has now been transferred into the ring-fenced DSG.
- **LACSEG Reimbursement - £7.2 million (estimate).** The Government has confirmed that £9.616 million has been transferred from the Council's baseline funding to the DfE in relation to LACSEG. This sum represents the cost to the Council of providing certain levels of support to schools. The funding (Education Services Grant) is then paid back to local authorities and academies on the following basis:

Local authorities receive £15 for all pupils in their area

Local authorities/academy schools then receive £116 per pupil in their respective schools.

Based upon the above it is estimated that the Council will receive circa £7.2 million from the DfE for the Education Services Grant. This figure should be confirmed by 31 January 2013.

- **New Homes Bonus ‘Top Slice’ Reimbursement - £0.9 million (estimate).** The Government has top sliced £300 million nationally from local authority control totals to cover the cost of the 2013/14 New Homes Bonus payments. It is forecast that £225 million will be paid leaving £75 million to be reimbursed. It is forecast that the Council’s share from the estimated £75 million will be £0.9 million.

(iii) Other Adjustments

It is necessary to highlight other key adjustments that the BRR process requires in the Council’s budget to enable a fair comparison to be drawn with the 2012/13 baseline as detailed below:

- **Reduction in Council Tax due to Local Council Tax Support Scheme (LCTSS) - £37.318 million.** The LCTSS report to Cabinet on 19 December 2012 detailed the reduction in Council Tax yield due to the introduction of LCTSS. This is offset by an increase in the SUFA in recognition of the reduction.
- **LCTSS funding to be paid to Town and Parish Council - £2.333 million.** The Council receives in the SUFA a sum which reflects the impact of the LCTSS upon Town and Parish Councils. The Council agreed on 8 January 2013 to pass on this sum to Town and Parish Councils in 2013/14.
- **Two Year Olds Early Education additional statutory requirement - £2.334 million.** The Council is required to pay for the provision of additional two year old early education placements in 2013/14. This is the next phase of the continued roll out of additional placements. The cost of the roll out was previously financed from the Early Intervention Grant. Although £5.017 million of funding has been transferred into the Dedicated Schools Grant which is ring-fenced to schools, the need to fund the additional £2.334 million must still be reflected in the overall funding comparison.

- 17 The funding streams and budget adjustments detailed in the report enable a comparative funding position for 2013/14 to be developed. The 2013/14 baseline position for 2013/14 is detailed below:

	£m	£m
Funding streams within BRR		
Baseline Business Rates	52.985	
Top Up Grant	58.225	
Revenue Support Grant	<u>167.165</u>	
START UP FUNDING ASSESSMENT		278.375
Additional BRR Related Funding Allocations		
DSG – New Grant for Two Year Olds	5.017	
LACSEG – Education Services Grant (Estimate)	7.200	
New Homes Bonus – Top Slice Reimbursement (Est)	<u>0.900</u>	
TOTAL ADDITIONAL BRR ALLOCATIONS		13.117
Required Budget Adjustments		

	£m	£m
Reduction in Council Tax due to LCTSS	(37.318)	
LCTSS Grant paid to Town and Parish Councils	(2.333)	
Two Year Old Early Education	<u>(2.334)</u>	
TOTAL ADJUSTMENTS		(41.985)
2013/14 FUNDING BASELINE		249.507

- 18 The above calculation enables a comparison to be drawn with the 2012/13 funding baseline as detailed below:

	£m
2012/13 Funding Baseline	258.689
2013/14 Funding Baseline	249.507
ESTIMATED FUNDING REDUCTION	9.182

- 19 The comparison above would indicate that the funding reduction for 2013/14 will be £9.182 million as against the forecast of £11.612 million included in the 19 December Cabinet Report, i.e. a lower funding cut by £2.43 million.
- 20 In addition to the above, the Government have announced that the Council Tax Freeze Grant will be based upon the Council Tax base before adjustments for LCTSS. The sum included in the MTFP (3) model in the 19 December 2012 report included the adjustments to tax base for LCTSS. A 1% Council Tax Freeze Grant is forecast to be £2.033 million rather than the £1.645 million included in the December report – an increase of £0.388 million.

Other Grant Allocations

- 21 The Council will continue to receive a number of other Government grants which will be outside the BRR process. Appendix 2 provides details of these, although a number of these allocations are yet to be confirmed.

Capital Grants

- 22 A number of capital grants are also yet to be confirmed. All relate to funding streams from the DfE. The grants confirmed at this stage are as follows:

	£m
Local Transport Plan (LTP) – Core Funding	13.315
Local Transport Plan (LTP) – Additional Funding	1.836
General Social Care Funding	1.517
Two Year Old Early Education Placement	0.903

- 23 The funding detailed above, along with the funding from DfE will be utilised in developing the 2013/14 Capital Budget.

2014/15 Forecast

- 24 The Government have announced the Council's provisional 2014/15 'Top Up' and RSG allocations for 2014/15 as part of the overall finance settlement. This announcement enables the Council to forecast the funding cut for

2014/15 and compare this with the £21.9 million previously forecast and reported to Cabinet on 19 December.

- 25 The Top Up and RSG variations for 2014/15 are detailed below:

	£m
Revenue Support Grant Reduction	(29.232)
Top Up Grant Increase (RPI)	1.785
NET FUNDING REDUCTION	(27.447)

- 26 The RSG reduction detailed above includes a further £300 million top slice nationally for the New Homes Bonus which was not included in the Council's £21.9 million forecast funding reduction. To draw a fair comparison, a forecast for New Homes Bonus income should be included in 2014/15 plans. In addition, an estimate should also be included for the annual RPI increase in Business Rates. The table below builds in estimates for these additional adjustments.

	£m	£m
2014/15 Net Grant Reduction		(27.447)
Less		
2014/15 New Homes Bonus (Estimate)	1.250	
2014/15 New Homes Bonus Top Slice Reimbursement (Est)	0.750	
2014/15 RPI Increase Business Rate (Estimate)	<u>1.600</u>	
		3.600
NET REDUCTION IN FUNDING BASELINE		23.847

- 27 After building in the forecast additional funding for 2014/15 of £3.6 million as detailed above, it is forecast that the funding reduction for the Council in 2014/15 will be £23.847 million - £1.947 million more than previously forecast in 19 December Cabinet Report.
- 28 The adjustments in forecasts for 2013/14 and 2014/15 have been included in a revised MTFP (3) model at Appendix 3. A balanced budget position is forecast for 2013/14 whilst the savings shortfall has increased to £12.169 million in 2014/15 and to £52.948 million for the MTFP (3) period 2014/15 – 2016/17.

Consultation

- 29 This year's budget consultation builds on the on-going approach of involving local people in the council's decision making processes. The consultation provided a range of opportunities for local people to get involved and have their views heard; including AAP forums, the Citizens' Panel, forums that represent protected characteristics and an online questionnaire.

- 30 The first phase took place in November to December 2012 and sought the views of the wider community to provide direction to the council's proposals and the approach to developing budget plans. The second phase was intended to take place in January 2013 following receipt of all financial information in order to finalise proposals for MTFP3. As set out earlier in this report, full information has not yet been received. In addition to feeding back the consultation findings to date, it is intended to continue to appraise partners of progress on developing MTFP3. .

Key Questions and Methodology

- 31 During the first stage of the consultation in late 2012, a range of consultation methods were used to encourage wide participation and to gather the views of local people on three key questions.

- How well have the council managed the budget reductions to date?
- What impact these reductions have had on them personally
- How should we approach making further reductions?

Q. How well have the council managed the budget reductions to date?

- 32 The approach in seeking the public's views was to set out the ways in which the council has managed the challenging task of identifying and implementing the £93 million of reductions over the last two years. In seeking views on the council's decisions, the information accompanying the consultation set out the scale of the reductions made to date as well as explaining the key principles that have underpinned the council's approach, including:

- Protect priority services identified by the public;
- Continue to listen to the public;
- Work with local communities to develop new ways of working;
- Try to maintain a countywide presence and a wide spread of local facilities and only consider a total withdrawal of a service as a last resort;
- Protect frontline/public services.

- 33 This question was used when consulting with the AAPs as well as in the survey with the wider public and Citizens Panel.

Q. What impact these reductions have had on them personally

- 34 Feedback was sought on the impact that a number of reductions have had on the public to date. The examples selected were those that had already been implemented and had resulted in relatively large savings, potentially affecting a broad range of the community. Respondents were therefore able (in some cases) to offer a comment from first-hand experience. These included:

- Alternative weekly refuse collection;
- Review of indoor leisure facilities;
- Non-public facing services and senior management posts;
- Changes to grounds maintenance;
- Changes to contracted bus services;
- Increased fees and charges;

- Review of adult care provision to support people to live independently for longer;
- Home to school transport.

35 This question was included in the online survey as well as the survey with the Citizens' Panel. It was not included within the AAP consultation workshops as it would have been inappropriate and difficult to measure personal impact within a group discussion format.

Q. How should we approach making further reductions?

36 This open question was applied across all the consultation methods as it offered an opportunity for group discussion and individual responses on areas for reductions as well as our future approach. The accompanying information provided as part of the consultation explained that the Council projected having to identify a further £46 million of additional reductions over the term of the MTFP. It also highlighted that although outline plans were in place for 2013/14, given the financial settlement had yet to be provided at the time of the consultation, further reductions may be needed for the next financial year.

Targeted Consultation Plan

37 A consultation and communications plan was developed and monitored to ensure robust consultation. The consultation involved the following:

- Presentations and workshops at each of the 14 AAP Forum Meetings,
- Engaging the County Durham Citizens' Panel,
- An on-line questionnaire,
- Seeking views from other representative groups by encouraging views, opinions and concerns to be expressed either online or via other correspondence. This has included targeted correspondence to the Lesbian, Gay, Bisexual or Transgender Steering Group and Disability Partnership as well as an agenda item on the December 2012 meeting of the Local Council Working Group to raise awareness of the consultation, and regular briefings to the Voluntary Sector Working Group.

38 During January 2013 we will feed back and update all major stakeholders including the Police and Fire Services, CDALC, the VCS Working Group and protected characteristic groups through our regular meetings and/or targeted correspondence.

Participation

39 **The consultation process engaged over 1500 people:**

- 835 attended AAP Forums where they received a presentation and took part in round table discussions and provided feedback.
- Over 2000 members of the County Durham Citizens' Panel were invited to take part in Budget Consultation either through a web or paper based questionnaire this questionnaire was also promoted through the County Durham Website. Overall 673 residents responded.

Consultation outcomes

40 From the different methods employed, the key responses to each of the questions are as summarised below:

Q. How well have the Council managed the budget reductions to date?

- 41 Participants were asked to rank their responses on a scale of 1 to 10, with 10 being excellent.
- 42 The question about how we managed the budget reductions to date was discussed in 105 tables across the 14 AAP Forum meetings. The analysis clearly indicates a high level of satisfaction with the way the Council has managed the process. On a scale of 1 to 10, with 10 being excellent, the mean score was 7. The scores across tables ranged from 3 -10, with the most occurring score being 8.
- 43 Comments indicated a high level of appreciation with consultation and the involvement of local people in shaping decisions. A strong view was that the Council had managed the process well given the difficult circumstances and the tough decisions necessary; but that it is essential that the involvement of local people remains central to this process.
- 44 Responses from the questionnaire about how the council has managed the budget reductions gave an average score of 6.2. They were supportive of the council's approach to managing its budget reductions.
- 45 Overall participants at AAP forums were more positive than respondents to the questionnaire. The overall average of all AAP participants was seven out of ten with over 80% of returned scores between five and eight. The most commonly returned score, however, was eight with almost one in three groups returning this score (32.4%).
- 46 Questionnaire respondents were slightly less positive returning an overall average of 6.2. There was also slightly more variation in the in the questionnaire results with around 75% of responses returning a score between five and eight. One in ten groups (10.5%) at AAP forums and more than one in twenty individuals (6.2%) rated the council very highly (with a score of nine or ten) in managing budget reductions.
- 47 Charts 1 and 2 are included overleaf to provide an indication of how scores are distributed across the two exercises.

Rating the council in managing budget process

Chart 1 AAP responses

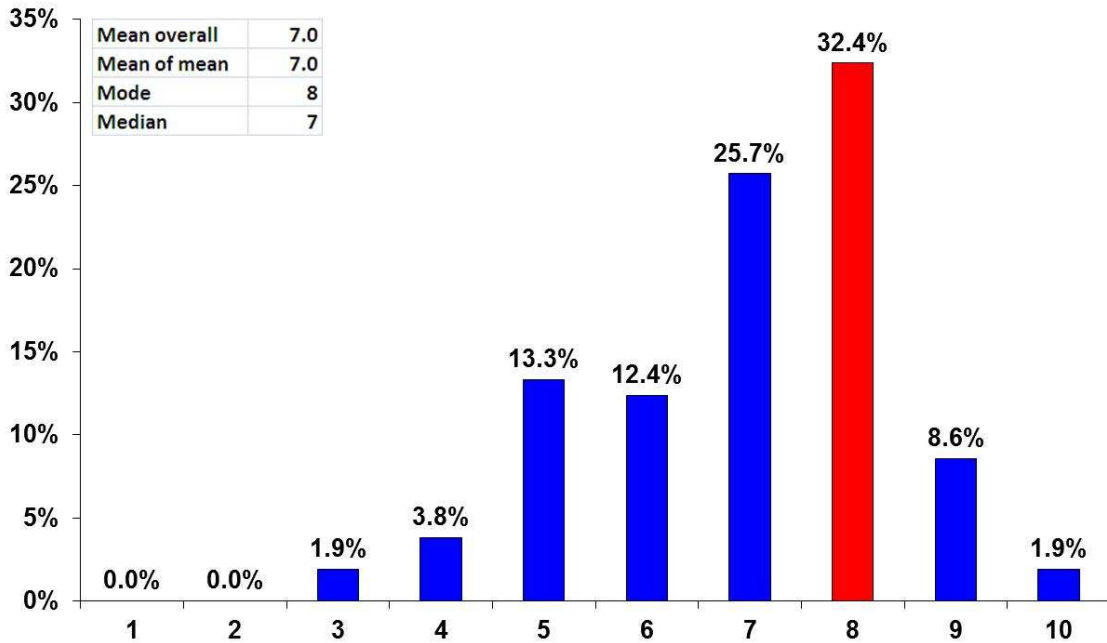
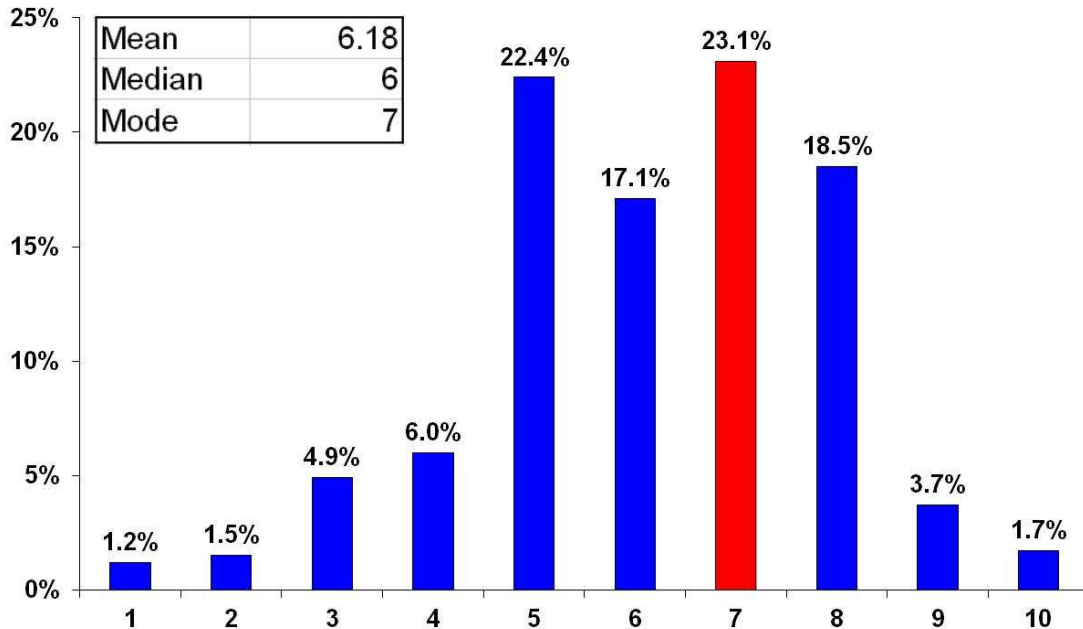


Chart 2 Questionnaire responses



Q. Do you have any comments or suggestions to help us manage further budget reductions?

48 This question was designed to help us identify how best to make future savings. There was a wide and varied range of views for managing future

reductions. As part of the analysis, these were categorised in four broad areas and are detailed fully in Appendix 4.

The most recurring suggestion under each category is listed below.

(i) Managing the approach to reductions:

Responses reflected a strong appreciation of the in-depth, on-going engagement and consultation of local people in shaping decisions. A recurring theme was to seek opportunities for collaborative working and sharing resources across sectors including the community and voluntary sector, Local Councils, other North East councils and the private sector.

(ii) Improving Financial Efficiencies

Increasing effective management was viewed as very important and focused in particular on procurement and reviewing council land and property. This included reviewing the use of accommodation, selling council assets and better management of council premises in terms of energy efficiency and usage. Attention focused on the monitoring of procurement and ensuring that all contracts are efficient and represent value for money.

(iii) Council Structures and Service Delivery

Suggestions under this heading covered references to both staff and elected members where respondents felt that the Council should continue to review staffing at all levels and minimise associated costs, whilst remembering that re-structures can be costly.

(iv) Service Specific changes and improvements:

There was a wide range of suggestions for reviews and savings across services. These included: transport, environmental services (waste, recycling) and street lighting.

Q. What impact these reductions have had on them personally?

49 The surveys asked participants to tell us what impact the reductions have had on them personally. The main findings were that:

- there is a greater awareness of central governments cuts on local government rather than being aware of the council's financial situation and how it is responding locally.
- 40% of respondents felt the move to alternate weekly refuse/recycling collections was positive compared to 12% who felt it had a negative impact. The remainder felt there had been no impact.
- With regard to the impact of the changes that have been implemented to date, the largest response for each service area included in the questionnaire was 'no impact'. For example 72.3% had not been impacted by the 'increased fees and charges'. Notwithstanding the fact that the largest response was 'no impact' negative impact outweighed positive for all areas except alternate weekly collection. Net negative impact was most pronounced for contracted bus services and home to school transport.

Conclusions from Consultation

- 50 The key findings from the consultation responses to date indicate that the public feel the Council has managed the difficult process of making budget reductions well. The level of satisfaction with our approach increases for those members of the public who have been involved in AAPs. This perhaps is unsurprising given that AAP Forums have played a key role in the Council's budget setting process since their inception, so their knowledge and understanding of the process is greater. They have also played a major role in consultations relating to specific services and policies during the past few years.
- 51 Whilst suggestions have been made to improve our future approach, such as building on our partnership approach and sharing of resources, the overwhelming response was to carry on engaging the public in our decision making process. This supports our current approach of consultation and on-going engagement using a wide range of methods and groups including those representing protected characteristic groups, residents groups, local Councils and user/focus groups.
- 52 With regard to the impact of the changes that have been implemented to date, the largest response for each service area included in the questionnaire was 'no impact'. This finding reflects positively on the approach the Council has taken to minimise impact on frontline services.
- 53 It is clear that many of the suggestions made through the consultation process have already been actioned with savings delivered as a result. In the next report on the MTFP, a section will be included on the actions taken to date and how the suggestions can be incorporated in future plans. As with all consultations, feedback will be provided via the Council's website under the 'You Said, We Did' section and through briefings with partners.

Council Plan and Service Plans

- 54 The Council Plan is the overarching high level plan for the County Council. It covers the same four year time period as the Medium Term Financial Plan and it is updated annually. It links closely with our financial planning framework and in broad terms sets out how we will consider our corporate priorities for change and the key actions we will take in support of delivering the longer term goals in the Sustainable Community Strategy (2010- 2030) and the Council's own change agenda. It is underpinned by a series of service plans at a service grouping level which provides more detailed information on the actions we are taking to deliver the Council's priorities and the priorities within each service.
- 55 Since Cabinet considered the report on the Medium-Term Financial Plan, Council Plan and service plans on 10 October 2012 and members' seminars held in the same month, the following amendments have been made to the objectives and outcomes framework around which the Council Plan and service plans and our performance measures and actions are designed:

(i) Altogether Healthier

- Consultation on the Joint Health and Wellbeing Strategy has been held and the results analysed and the final strategy has been published. As a result of this, the three objectives for

Altogether Healthier have been streamlined for the reader
Reduce health inequalities and early deaths

- Improve the quality of life, independence and care and support of people with long-term conditions
- Improve mental health and wellbeing of the population

Separate outcomes to reduce obesity (under *Reduce health inequalities and early deaths*) and increase physical exercise and participation in sport and leisure (under *Improve mental health and wellbeing*) have been created. A separate outcome to reduce excess winter deaths has been created under *Reduce health inequalities and early deaths*.

(ii) Altogether Safer

The annual Safe Durham Partnership strategic assessment of crime and disorder in County Durham has been carried out and is currently being analysed. This may result in further amendments to the priorities set out under Altogether Safer.

(iii) Altogether Better Council

Three small amendments have been made to the new framework of outcomes under Altogether Better Council being:

- The outcome around partnerships has been amended to *Effective partnership working* to reflect the wider context of partnerships whether it be with other public sector agencies, the voluntary and community sector, the private sector or with legal vehicles set up by the council such as trusts and arms-length management organisations.
- The outcome around welfare reform has been amended to *The effects of the welfare reform agenda are effectively managed*. This is to reflect a larger agenda than provision of advice and assistance
- The outcome around the workforce has been amended to *Employee and member wellbeing* to take into account members as well as officers which will be particularly important in an election year.

56 For the 6 February 2013 Cabinet report, a full version of the Council Plan will be presented for consideration by Cabinet prior to it progressing to Council for approval.

Equality and Diversity

57 Equalities impacts are being considered throughout the decision making process on MTFP (3) proposals as part of our legal duties under the public sector equality duty of the Equalities Act 2010. Equality impact assessment (EIA) screenings are being completed for new proposals and existing EIAs are being updated where necessary for previous savings which have a residual or additional amount in 2013/14. The EIAs will be available in the Cabinet Office and the Members Resource Centre from 1st February 2013 ahead of the Cabinet meeting and a summary of the key impacts will also be included in the Cabinet report to ensure that equalities considerations inform the decisions on MTFP (3). We will continue to ensure that full EIAs inform final decision-making on implementing MTFP savings where any further or

delegated decisions are made following the Cabinet meeting on 6th February 2013.

Recommendations and reasons

58 Cabinet are asked:

- (i) To note the impact of the Local Government Finance Settlement on the 2013/14 Budget and upon MTFP (3)
- (ii) To note the forecast balance budget position for 2013/14.
- (iii) To note the revised MTFP (3) savings shortfall for the period 2014/15 to 2016/17 of £53.1 million.
- (iv) To note the updated position on the development of the Council Plan and Service Plans.
- (v) To note the findings of the MTFP consultation and the proposal to feed back to participants on how the findings are being used to develop MTFP3.
- (vi) To note the update in relation to Equality Impact Assessments.

Background papers

Contact: Jeff Garfoot Tel: 03000 261946

Appendix 1: Implications

Finance – The report identifies a forecast balanced budget for 2013/14. The report highlights a £53.1 million budget shortfall for the period 2014/15–2016/17. Government funding reductions for 2013/14 and 2014/15 when taken together are overall broadly in line with forecasts.

Staffing – The savings proposals within the MTFP (3) and any additional savings identified will impact upon existing employees as the number of jobs across the Council will reduce. Due HR processes will need to be followed.

Risk – Risks continue to be assessed with analysis building upon risks assessments in previous MTFP (3) reports.

Equality and Diversity/Public Sector Equality Duty – Equalities considerations are built into the proposed approach to developing the MTFP (3), Council Plan and Service Plans, as a key element of the process.

Accommodation – None.

Crime and Disorder – None.

Human Rights – Any Human Rights issues will be considered for any detailed MTFP (3) and Council Plan proposals as they are developed and decisions made to take these forward. There are no Human Rights implications from the information within this report.

Consultation – Details of the consultation undertaken and the findings are detailed in the report.

Procurement – None.

Disability Issues – All requirements will be considered as part of the equalities considerations outlined within the main body of the report.

Legal Implications – None.

Appendix 2: 2013/14 Specific Grants/Additional Funding

Specific Grant/Funding Stream	2013/14 Amount £m	Comment
Local Reform and Community Voices	0.494	This is an amalgam of former Council and NHS funding streams
Local Lead Flood Authorities	0.070	The Council formerly received £0.2 million. A sum of £0.13 million has been included in BRR.
LCTSS Transition	1.031	This sum was detailed in the 19 December LCTSS Cabinet report and is required to balance the 10% reduction in LCTSS funding.
Housing Benefit Admin Grant	4.596	The Council receives this funding to administer Housing Benefits on behalf of the Government. The grant has reduced by £0.245 million.
LCTSS New Burdens	0.352	This sum is payable to cover additional costs relating to the new requirement for the Council to administer the LCTSS Scheme locally.
Community Right to Bid/Challenge	0.016	This sum is paid to enable the Council to administer the new Community Right to Bid/Challenge process.
Social Care – NHS Funding	2.713	The additional funding is paid to local authorities from the NHS to cover the statutory costs associated with the Social Care White Paper and to aid further integration with the NHS.

Social Fund – Core	1.592	The new grant is to cover the Council's new responsibility for the Social Fund.
Social Fund – Admin	0.336	This new grant provides funding for the Council to administer the new Social Fund.
Public Health	tbc	The grant allocation is expected to be confirmed in early January. The funding will be ring-fenced for Public Health.
Early Intervention Grant (EIG)	tbc	The Council expects to receive a proportion of the £150 million top sliced nationally from the EIG budget.
Extended Transport	tbc	In 2012/13 the Council received £1.543 million. DfE have not confirmed the allocation for £2013/14.
Community Safety	tbc	In 2012/13 the Council received £0.396 million. This funding is now controlled by the Police Commissioner. Confirmation is awaited on allocations for 2013/14.

Appendix 3: Medium Term Financial Plan (MTFP3) 2013/14 – 2016/17 Model

	2013/14	2014/15	2015/16	2016/17
	£'000	£'000	£'000	£'000
Overall Government Grant Reductions	9,182	0	15,600	9,530
Revenue Support Grant Reduction	0	29,232	0	0
Council Tax Freeze Grant for 13/14 at 1%	-2,033	0	2,033	0
Council Tax Increase (2% each year from 2014/15)	0	-3,290	-3,355	-3,422
Impact of CTax Freeze Grant for 12/13 Being One Off	4,989	0	0	0
PCT Social Care Funding	0	0	5,900	0
New Homes Bonus	-2,248	-1,250	0	0
New Homes Bonus - Re-imbursement of Top Slice (Est)	0	-750	0	0
Top Up Grant - RPI increase (Estimated 3%)	0	-1,785	0	0
Business Rates - RPI increase (Estimated 3%)	0	-1,600	0	0
Use of Earmarked/Cash Limit Reserve in CAS	0	-1,000	2,300	850
Estimated Variance in Resource Base	9,890	19,557	22,478	6,958
Pay inflation (1% - 1% - 1.5% - 1.5%)	1,908	1,851	2,746	2,746
Price Inflation (2.5% - 1.0% - 1.5% - 1.5% - Waste Contract at RPI from 1 June 2013)	3,087	1,475	2,137	2,137
Corporate Risk Contingency Budget	475	-1,000	-1,300	-1,075
Base Budget Pressures				
Landfill Tax up to 31 May 2013	171	0	0	0
Highways Operations Trading Surplus Adjustment	600	0	0	0
Carbon Reduction Commitment - 'Carbon Tax'	100	280	0	0
Disturbance Allowances re Accommodation Strategy	0	-220	0	0
Additional Employer Pension Contributions	1,300	1,100	1,000	1,000
Concessionary Fares	0	400	400	400
Energy Price Increases	0	500	500	500
Community Building running costs	0	-180	0	0
Housing Benefit Lost Admin Grant	0	-100	-100	0
AWH Demographic and Hyper Inflationary Pressures	1,000	1,000	1,000	1,000
Community Governance Reviews	-50	0	-50	0
Prudential Borrowing to fund new Capital Projects	2,000	2,000	2,000	2,000
Capital Financing for current programme	1,250	1,250	1,500	0
Investment Income	-865	0	0	0
TOTAL PRESSURES	10,976	8,356	9,833	8,708
SUM TO BE MET FROM SAVINGS	20,866	27,913	32,311	15,666
Savings				
MTFP 3 Savings	-20,866	-15,744	-7,073	0
TOTAL SAVINGS	-20,866	-15,744	-7,073	0
Surplus(-)/Deficit	0	12,169	25,238	15,666

SHORTFALL 14/15 - 16/17

53,073

Appendix 4: Medium Term Financial Plan Consultation Feedback

This year's budget consultation builds on the on-going approach to involve local people in our decision making processes. The consultation provided a range of opportunities for local people to get involved and have their views heard; including AAP forums, the Citizens' Panel, forums that represent protected characteristics and an online questionnaire.

The first phase took place in November to December 2012 and sought the views of the wider community to provide direction to the Council's proposals and the approach to developing budget plans. This Appendix details the consultation participation and outcomes across all methods of engagement.

Key Questions and Methodology

A range of consultation methods were used to encourage wide participation and to gather the views of local people on three key questions.

Q. How we have managed the budget reductions to date?

Our approach in seeking the public's views was to set out the ways in which the council has managed the challenging task of identifying and implementing the £93 million of reductions over the last two years. In seeking views on our decisions, the information accompanying the consultation set out the scale of the reductions made to date as well as explaining the key principles that have underpinned the communities approach, including;

- Protect priority services identified by the public,
- Continue to listen to the public,
- Work with local communities to develop new ways of working,
- Try to maintain a countywide presence and a wide spread of local facilities and only consider a total withdrawal of a service as a last resort,
- Protect frontline/public services.

This question was used when consulting with the AAPs as well as the survey with the wider public and Citizens Panel.

Q. What impact these reductions have had on them personally?

We sought feedback on the impact that a number of reductions have had on the public to date. The examples selected had already been implemented and had resulted in relatively large savings, potentially affecting a broad range of the community. Respondents were therefore able (in some cases) to offer a comment from first-hand experience. These included:

- Alternative weekly refuse collection.
- Review of indoor leisure facilities.
- Non-public facing services and senior management posts.
- Changes to grounds maintenance.
- Changes to contracted bus services.
- Increased fees and charges.
- Review of adult care provision to support people to live independently for longer.
- Home to school transport.

This question was included in the online and Citizens' Panel survey but not within the AAP consultation workshops as it would have been inappropriate and difficult to measure personal impact within a group discussion format.

Q. How we should approach making further reductions?

This open question was applied across all the consultation methods as it offered an opportunity for group discussion and individual responses on areas for reductions as well as our future approach. The accompanying information provided as part of the consultation explained that the Council projected having to identify a further £46 million of additional reductions over the term of the MTFP. It also highlighted that although outline plans were in place for 2013/14, given the financial settlement had yet to be provided at the time of the consultation, further reductions may be needed for the next financial year.

Targeted Consultation Plan

A consultation and communications plan was developed and monitored to ensure robust consultation. The consultation involved the following:

- Presentations and workshops at each of the 14 AAP Forum Meetings.
- Engaging the County Durham Citizens' Panel.
- An on-line questionnaire.
- Seeking views from other representative groups by encouraging views, opinions and concerns to be expressed either online or via other correspondence. This has included targeted correspondence to the LGBT Steering Group and Disability Partnership as well as an agenda item on the December 2012 meeting of the Local Council Working Group to raise awareness of the consultation, and regular briefings to the Voluntary Sector Working Group.

During January 2013 we will feed back and update all major stakeholders including the Police and Fire Services, CDALC, the VCS Working Group and protected characteristic groups through our regular meetings and/or targeted correspondence.

Participation

- Over 1,500 people engaged in the consultation process.
- 835 attended AAP Forums where they received a presentation and took part in round table discussions and provided feedback.
- Over 2,000 members of the County Durham Citizen Panel were invited to take part in Budget Consultation, either through a web or paper based questionnaire. This questionnaire was also promoted through the County Durham Website, and overall 673 residents responded.

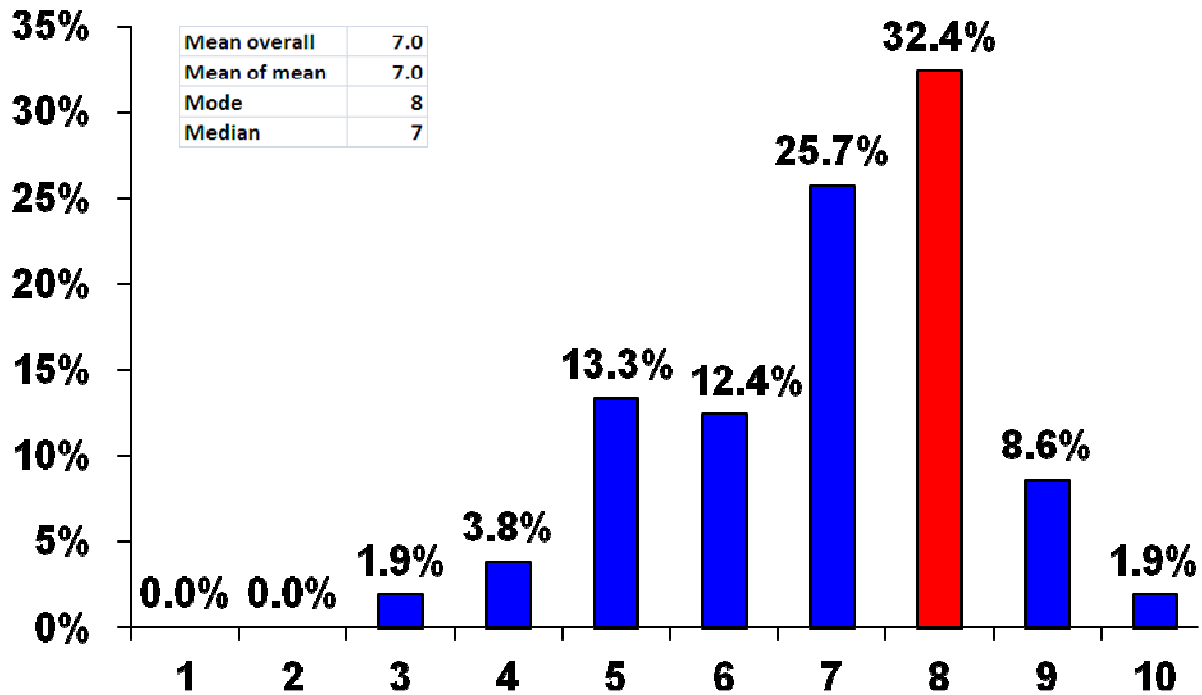
Question: Having listened to the presentation on the Council's approach to funding reductions in its services, how well do you think we have managed the process?

The analysis clearly indicates a high level of satisfaction with the way the Council has managed the process. On a scale of 1 to 10, with 10 being excellent, the mean score was 7. The scores across tables

ranged from 3 -10, with the most occurring score being 8. Please refer to the graph below.

Comments indicate an appreciation of the high level of consultation and the involvement of local people in shaping decisions.

The overwhelming view was that the Council had managed the process well given the difficult circumstances and the tough decisions necessary; but it was thought to be essential that the involvement of local people remains central to this process.



Question: Do you have any comments or suggestions to help us manage further budget reductions?

There was a wide and varied range of views for managing future reductions. These included comments on the approach and specific suggestions regarding areas to be explored to achieve greater efficiencies. For reporting purposes, these are categorised in four broad areas and are detailed in full below.

It was evident during the analysis that many of the suggestions received related to areas which have already been reviewed, implemented or are planned for future implementation. .

Table 1 details the recurring comments in response to the question requesting comments or suggestions to help us manage further budget reductions. The ranking show frequency of responses.

TABLE 1: Comments relating to suggestions for future budget reductions		
AAP ranking	Survey ranking	You Said
		Improve Financial Efficiency (raise income and Spend less)
7 5 3= - 17 -	12 11 7 14 - 17	<ul style="list-style-type: none"> • Reduce bureaucracy / paperwork / stationery / hospitality • Review Procurement to ensure Best Value • Raising income (e.g. Review of DCC land & property, sell DCC services) • Promoting business and tourism • Increase use of IT for accessing services online • Outsourcing services
		Council Structures and Service Delivery
3= 10 - 16 6 -	6 4 8 11 1 5	<ul style="list-style-type: none"> • Review top tier Management • Review structure of organisation (but stop costly restructures) • Protect local services (e.g. libraries and other local facilities) • Protect frontline services (e.g. care and bus passes) • Review of Members, allowances, number of etc. • Review staff pay and benefits
		Service Specific changes and improvements
12 11 - 13 14 15 8 - - -	2 9 16 10 - 3 12 17 15 18	<ul style="list-style-type: none"> • Street Lighting to be made more efficient • Reductions to Winter maintenance & review maintenance of highways • Review Transport - whilst protecting rural services • Improvements to Waste/ Recycling / Environmental / drains • Review Neighbourhood Warden services • Protect vulnerable: Adult Care / Young People • Reduce and review public space decorations • Review/stop County Durham News • Invest less in infrastructure • Review playgrounds
		Managing approach to reductions
1 2 9 -	17 - 11 13	<ul style="list-style-type: none"> • Effective and efficient consultation • Increased partnership working • Ensure AAP involvement / Localism / Volunteering • DCC are managing reductions well

The two columns to the left indicate the ranking of the suggestions based on frequency of responses. The first ranks results from the AAP Forums and the second column ranks results from the Citizens' Panel and Online Survey. Where a dash (-) appears, this indicates that the response was not mentioned via this method of consultation.

As part of the analysis, the views were categorised into four broad areas. The main points under each of these areas are summarised below.

1. Managing the approach to reductions

- Responses reflected a strong appreciation of the in-depth, on-going engagement and consultation of local people in shaping decisions. A recurring theme was to seek opportunities for collaborative working and sharing resources across sectors including the community and voluntary sector, Local Councils, other North East councils and the private sector.

2. Improving Financial Efficiencies

- Increasing effective management was viewed as very important and focused in particular on procurement and reviewing council land and property. This included reviewing the use of accommodation, selling council assets and better management of council premises in terms of energy efficiency and usage. Attention focused on the monitoring of procurement and ensuring that all contracts are efficient and represent value for money.

3. Council Structures and Service Delivery:

- Suggestions under this covered references to both staff and elected members. The Council should continue to review staffing at all levels and minimise associated costs, whilst remembering that re-structures can be costly.

4. Service Specific changes and improvements:

- There was a wide range of suggestions for reviews and savings across services. These included; transport, environmental services (waste, recycling) and street lighting.

AAP Youth Forums:

Altogether, 3 AAPs were able to incorporate the MTFP consultation into their work with young people, although different approaches were taken which focused on asking young people to identify their top priorities for their area. The results of these sessions were then made available to the Forum meeting, where they undertook a similar process. Altogether, 340 young people participated in these events. These AAPs include:

- 3 Towns AAP: Young people took full part in the AAP Forum meeting.
- Spennymoor AAP: A dedicated event was attended by 54 young people aged 8-15 years from 8 local schools. They took part in a range of fun activities to educate them on local issues to choose the top 3 priorities for their community which were; Children & Teenage Provision, Communications, IT & Technology and Support for Older & Vulnerable People

- Mid Durham AAP: A residents survey in this area included responses from 283 young people. They selected priority areas which were important to them and for consideration by AAP Forum.

Protected Characteristic Groups

The LGBT Steering Group members, a representative group in County Durham were asked to participate in the consultation to date.

Whilst we traditionally attend the Disability Partnership meetings in order to engage the representative organisation in consultation, the group have not met during the consultation period. We aim to undertake further targeted work during January 2013 including feedback from the consultation.

Local Councils

Targeted work with Local Councils and the County Durham Association of Local Councils (CDALC), will take place during January 2013 to including sharing the feedback from the consultation. This will include sharing outcomes and responses at the January 2013 meeting of the Local Council Working Group.

Citizens' Panel and Online Consultation Response

The Citizens' Panel and online consultation closed on 28th December 2012. A total of 773 valid responses were received and processed, 353 of which were online responses and 420 postal.

Results

The questionnaire was designed to be supplementary to the more qualitative, in depth discussions, undertaken through AAP forums. Care should be taken in comparing AAP results which were gleaned from group discussions and the citizens panel/online questionnaire which are individual options. The questionnaire included more detail because the medium lends itself to more questions albeit responses are not developed through open and informed debate. The same questionnaire was used for both the web based survey promoted through the Durham County Council website and that that sent to Citizens' Panel members. The questionnaire was divided into three sections;

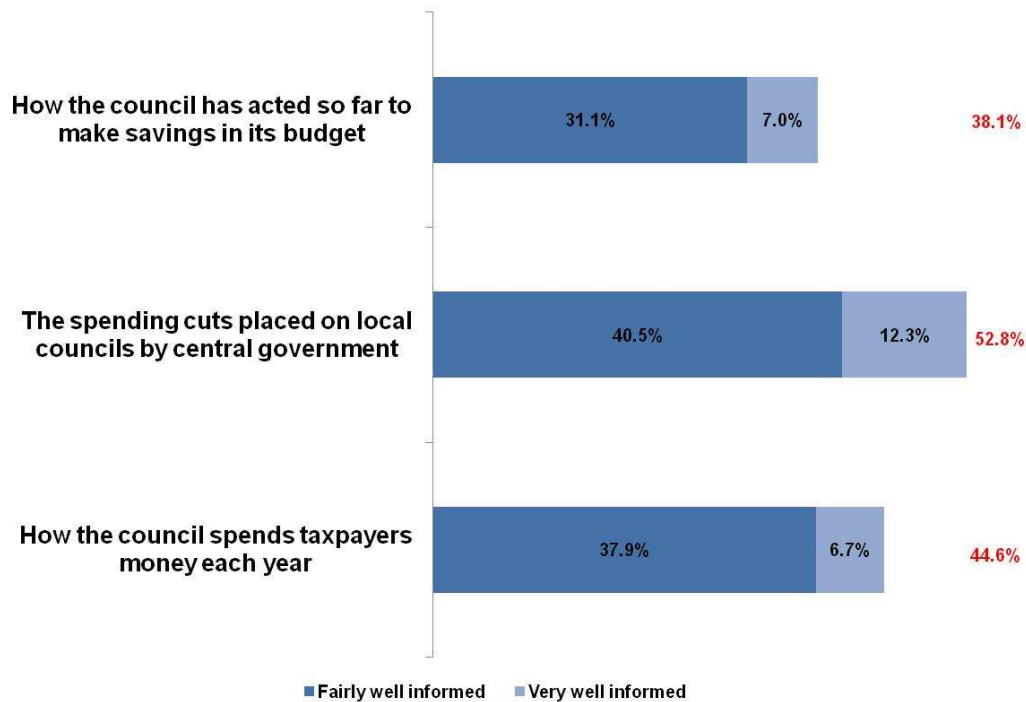
- Section A: How have we managed the budget reductions to date?
- Section B: What impact have the reductions had on you?
- Section C: Preparing for future reductions

Section A: How have we managed the budget reductions to date?

Awareness

A higher proportion of respondents said they were aware of the cuts imposed by central government rather than the council's responses locally. Over half of respondents (52.9%) felt well informed about the cuts placed on local government by central government. However, less than half felt they were well informed of how we spend that money (44.7%), and less than 40% on how we are meeting those cuts), (see Fig.1).

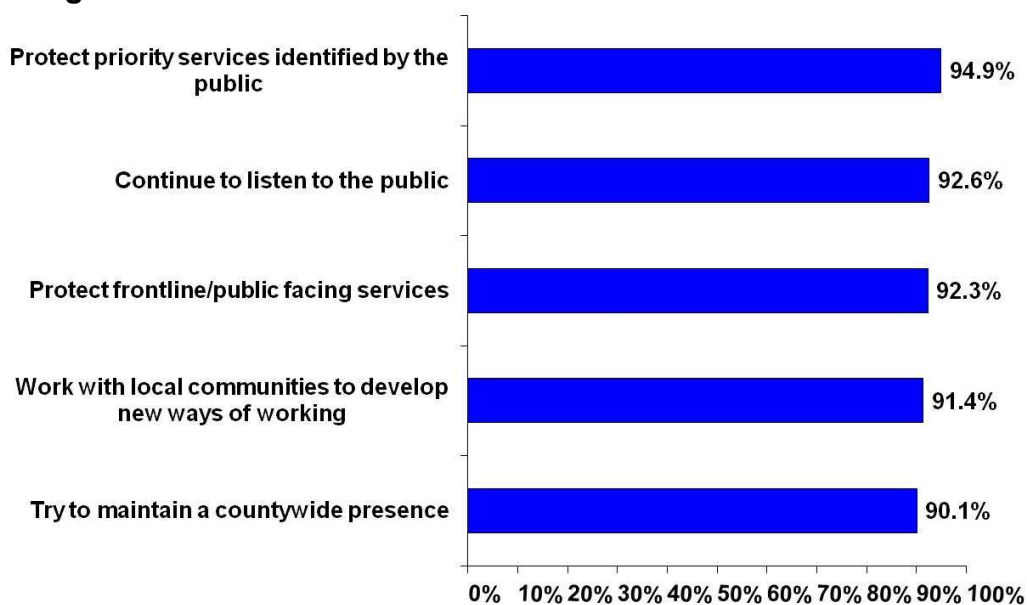
Figure 1: Knowledge of local government cuts, budgets and savings.



Approach

Broadly there were large levels of agreement with the council’s approach to managing budget reductions. Over 90% of respondents supported each of the elements of the council's approach to managing the budget reductions, see Fig.2.

Figure 2: Agreement with elements of the council's approach to managing budget reductions.

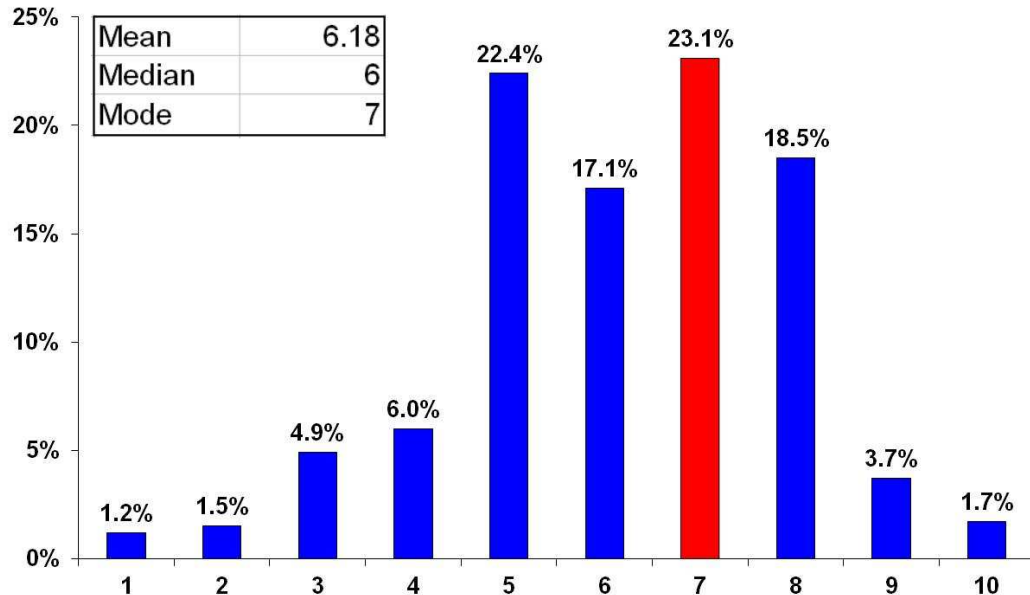


However, sentiments were strongest about continuing to listening to the public. Almost two in three respondents strongly agreed that the Council should continue to listen to the public whereas less than half (46%) strongly agreed that the council should try and maintain a countywide presence.

Application of funding reductions

Given the opportunity to rate the council's management of funding reductions more than three out of four respondents scored the council between five and eight with a mean average score of 6.18, see Fig. 3.

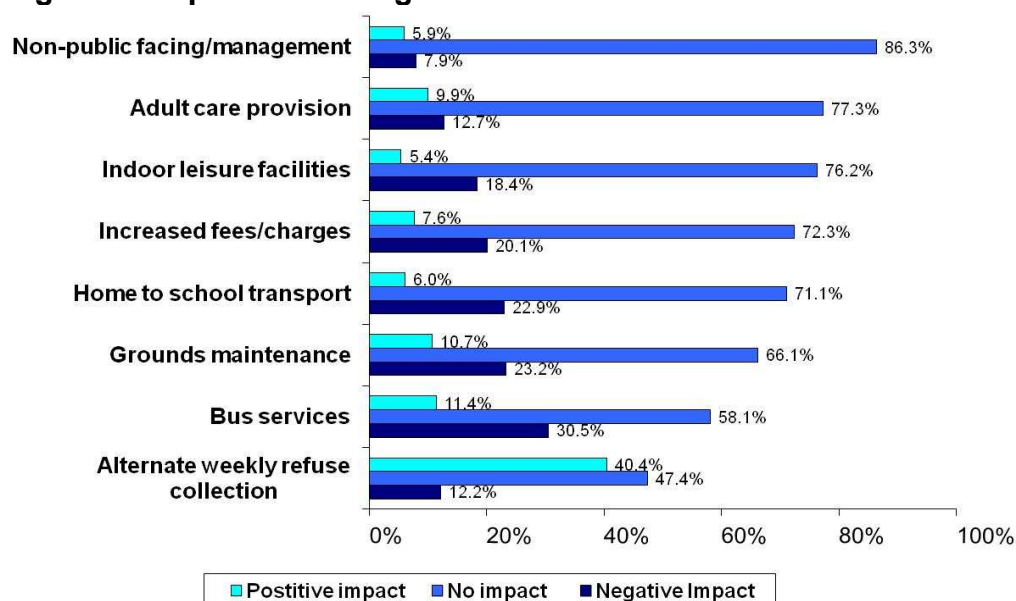
Figure 3: Satisfaction with the council's management of the process of applying funding reductions.



Section B: What impact have the reductions had on you?

Section B required respondents to outline and describe any impacts of specific changes made as a result of eight recent service reductions. A majority said all eight service reductions have had no impact on them personally. Moreover, more than a third of respondents said that alternate weekly collection had had a positive impact. All other changes had a net negative impact the largest being the changes to bus services, see Fig 4.

Figure 4: Impacts of changes



Understanding the impacts of changes

As well as asking people to rate whether the changes were positive, negative or neutral respondents were also asked to describe the impact on them. The comments provided by residents were coded in to relevant categories in order to summarise how people feel affected by these changes. The following further summarises the key messages from this exercise.

Impact of the review of non public facing services and senior management posts.

Over 85% saw no impact upon themselves from the review of non-public facing and senior management posts. The most common comment was that respondents had not noticed a difference in service levels (46.6%).

Impact of the changes to Adult Care provision

Around half of all respondents regarded themselves as Adult Care users (this may of course include care users who are family members or are potential users wishing to comment). Over three quarters of users felt no impact upon themselves and 12.7% a negative impact. 62 comments were received about these impacts, around a third of which stated that the care received was not adequate (33.9%). Conversely 12.9% of comments described the level of care received as a positive impact of the changes.

Impact of review of indoor leisure facilities

Around two thirds of respondents regarded themselves as users of sports and leisure facilities. Just under one in five users said the changes had a negative impact upon themselves but over three quarters said the changes were neutral. 123 comments were received about the changes. Most commonly respondents stated that they:

- Had not noticed any difference personally (34.1% of comments).
- The most common negative impact was described as increased travelling distance and times to access services (16.3%) and the loss of a local facility (14.6%).

Impact of the change to increased fees and charges

Just over one in five respondents said increased fees and charges have had a negative impact on them. 282 comments were received about this change. Of those making a comment the most common was that increased fees and charges have had no noticeable effect (35.8% of comments). Of those that do notice a negative impact, the most commonly mentioned fee was car parking generally.

Impact of the change to home to school transport

Just over one in three respondents described themselves as a user of the home to school service (this may of course include members of family or potential users wishing to comment) Over three quarters of users felt there has been either a positive or no impact upon themselves. Just 45 comments were received about this

change and of those stating an impact the most common impact noted is financial loss.

Impact of the changes to grounds maintenance

Nearly a quarter saw a negative impact upon themselves but two thirds did not recognise any impact. 356 comments were recorded. The most common comment was that respondents hadn't noticed any change (32.3% of comments). The most common negative issue was that the maintenance levels were poorer than previously (12.6%).

Impact of the change to contracted bus services

Around two thirds of respondents regarded themselves as a user of bus services. Almost one in three users felt a negative impact upon themselves but over half of users stated no impact at all. 267 comments were made about bus services; the most common was negative about the reduced level of service generally (25.8%). The next most common category was that bus services are satisfactory and no change has been noticed (10.4%)

Impact of the change to alternate weekly collection

Over 85% of respondents indicated a positive or no impact. There were 576 comments overall made about these impacts and the most commonly described were;

- the waste and recycling system overall seems to work better (24.8% of comments)
- Increase in the amount people are recycling (16.3%)
- The most common negative issue commented upon was the size of the bins as they quickly get full (5.4%)

Other changes and impacts

The final question in this section asked respondents to describe any other changes to services that had impacted upon them. 269 comments were received in this section with just over a third of them about concerns about reduced service (35.7%) and 13.4% about reduced local facilities. The most commonly mentioned specific service was winter maintenance with 9.7% of comments, however generally these comments described a desire to see winter maintenance protected from any future reductions.

Section C: Preparing for future reductions

In the final section respondents were asked to comment on how we manage any further budget reductions. These suggestions could include highlighting any services that respondents would want to protect or cut further but also could include suggestions for more efficient ways of working. Responses have been analysed alongside comments returned from a similar exercise undertaken with AAPs. There are key differences between the two methods of collecting feedback but overall the same framework for coding responses has been used. A full list of all categories used is provided in Table 9 below. 458 comments were coded in this section and responses have been categorised into four broad sections;

- **Improving efficiency - responses and comments suggested council-wide efficiencies.** 17.2% of all relevant comments fell into this category with the most common response suggesting that raising income is a key way of managing any future budget reductions (6.3% of all relevant comments). This was the seventh highest ranked category overall. The next most common suggestion was to review procurement with 3.5% of all comments ranking it eleventh out of all categories.
- **Council Structures and Service Delivery** – 40% of all relevant comments fell into this category with the most common responses suggesting that the council should review the number of members and their allowances (9.8%) and review the structure of the organisation (7.2%). These were the first and fourth most commonly coded comments respectively overall.
- **Service Specific changes and improvements** – 34.9% of comments overall fell into this category. Comments around making street lighting more efficient were most common. This was also the second most common suggestion overall (8.3% of all relevant comments). The next most common suggestion in this section was about protecting vulnerable groups such as those services intended for older or younger people. This was the third most common suggestion overall (7.9%).
- **Managing approach to reductions** – 7.9% of comments overall fell into this category. The most common category in this section was about increasing third sector involvement in public services including more volunteers to help deliver services. This was the fourteenth most common suggestion with 3.5% of comments overall. The fifteenth most common category of comments were complimentary to the council congratulating it on managing in difficult times (3.1%).

Table 2

Rank Overall	Number of comments	%	Section
	79	17.2%	Improve Financial Efficiency (raise income and spend less)
12	15	3.3%	Reduce bureaucracy / paperwork / stationery / hospitality
11	16	3.5%	Review Procurement to ensure Best Value
7	29	6.3%	Raising income (e.g. Review of DCC land & property, sell DCC services e.g. charge for library membership)
14	13	2.8%	Promote business and tourism
17	6	1.3%	Outsource services
	183	40.0%	Council Structures and Service Delivery
1	45	9.8%	Review of Members, allowances, number of etc.
5	31	6.8%	Review staff pay and benefits
6	30	6.6%	Review top tier Management
4	33	7.2%	Review structure of organisation (but stop costly restructures)
8	28	6.1%	Protect local services (e.g. libraries and other local facilities)
11	16	3.5%	Protect frontline services (e.g. care and bus passes)
	160	34.9%	Specific Service changes and improvements
2	38	8.3%	Street Lighting to be made more efficient
9	24	5.2%	Review Winter maintenance & maintenance of highways
16	7	1.5%	Review Transport - whilst protecting rural services
10	20	4.4%	Improvements to Waste/ Recycling / Environmental / drains
3	36	7.9%	Protect vulnerable: Adult Care / Young People
12	15	3.3%	Reduce and review public space decorations (e.g. Christmas decorations, public art and flowerbeds)
17	6	1.3%	Invest less in infrastructure
15	10	2.2%	Review/stop County Durham News
18	4	0.9%	Review playgrounds
	36	7.9%	Managing approach to reductions
17	6	1.3%	Effective and efficient consultation
11	16	3.5%	Ensure AAP involvement / Localism
13	14	3.1%	DCC are managing reductions well

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Cabinet

16 January 2013

**Revitalising Markets within County
Durham**



Key Decision NH/06/11

Report of Corporate Management Team

Terry Collins, Corporate Director, Neighbourhood Services and Ian Thompson, Corporate Director Regeneration and Economic Development.

Councillor Bob Young, Cabinet Portfolio Holder for Strategic Environment and Councillor Neil Foster, Cabinet Portfolio Holder for Economic Regeneration

Purpose of the Report

- 1 To present the findings of the public consultation on the draft strategy for 'Revitalising Markets' within County Durham and seek Cabinet approval of the revised strategy
- 2 To inform members of the outcome of soft market testing exercise and next steps in delivering the key priorities set out within the revised strategy.

Background

3. On 30 May 2012 Cabinet considered a report on the findings of the Durham Markets Review which highlighted the significance of local markets and their future provision within the context of town centre regeneration plans and the employment / business growth potential markets provide.
4. The outcome of the market review indicated that the current sustainability of markets operating across the County based upon the current management and operational arrangements is extremely limited and in order to revitalise markets and get the best market offer for County Durham it was concluded that the current management of the market provision would also need to change.
5. The Cabinet report presented a draft strategy for the 'Revitalisation of Markets within County Durham to support and enhance the growth of markets as well as options for the future management and operation of markets across the county.
6. It was proposed at that time to undertake a two stage approach to the development and implementation of the Market Strategy with the first stage involving the commencement of a consultation exercise and further soft market testing in relation to the options available for the management of markets within County Durham.

7. Cabinet agreed to consider a further report on completion of the proposed public consultation and soft market testing exercises which would inform development of the final market strategy and consideration of the next steps in its implementation.

Consultation process

8. The draft strategy was made available on the Council website from 26th June 2012 to 23rd August 2012 and all consultation responses have been collated within a consultation report which has been made available in the Members room.
9. The consultation period was extended until the 15th September 2012 for Town and Parish Councils only. This extension allowed those organisations more time to respond to the consultation because part of the consultation period was during summer recess.
10. In addition to the on-line consultation, officers carried out a series of public consultation events, including presentations to some Area Action Partnerships and Town Councils. At these events, officers engaged directly with market stall holders, the public, their Council representatives and many other interested parties. Further details of the consultation process and the results are available in the Markets Review Consultation Results Report, a copy of which will be made available in the Members Library.
11. Overall the number of respondees and responses to the consultation was very low in comparison to the potential number of both individuals and organisations having a vested interest in the County's markets. The findings of the consultation should be considered carefully with this in mind and any figures that are presented as percentages or any references made to the percentage of the responses received should be interpreted accordingly.

Consultation responses to key elements of the strategy

12. The strategy itself contains eight key themes. The consultation survey questions were therefore based around important issues and various aspects of market management, provision and use relevant to these key themes. The experience and opinions of both traders and consumers were extorted using the questionnaires.
 - Structured, Effective Management
 - Engaging Partners
 - Supporting Our Town Centres – all questions
 - Place Shaping
 - Supporting Micro-Businesses
 - Supporting Communities
 - Supporting Local Produce and Speciality Goods

- Marketing and Public relations
13. The key themes of the strategy illustrate how our markets should function and what they should look like in order to grow in a sustainable fashion and to best support town centre economies.
 14. The outcome of the consultation exercise was intended to inform the future development of the strategy and has highlighted the importance placed by market traders, market users and others on local town/city centre markets and their aspirations for an improved market offer.
 15. The consultation confirms the opinion that County Durham's markets should be well-managed, integrated components of successful town centre economies, offering good quality and good value local produce and speciality goods in support of our communities. Respondents agreed that shopping in County Durham's markets should be a pleasurable experience, characterised by high quality, accessible stalls, and an excellent mix of well-trained and passionate traders with links to retail stores and town centre events and attractions.
 16. A synopsis of key points from the markets consultation provided by the Principal Research and Consultation Officer shows that broadly, views and opinions differed slightly between traders and users. The following summary gives an indication of the main observations and gives some interpretation of the results in support of the key themes. Again, many of the percentages quoted relate to a relatively small numbers of respondents. Reference should therefore also be made to the original data in the consultation results report.
 - Only 46% of market users and 66% of traders were satisfied with the current level of provision in County Durham. The views of market users are particularly significant in that this response would suggest that the majority of market users are not satisfied with the current level of provision and clearly supports the need for change to both improve existing customer satisfaction as well as attract new customers to our markets.
 - The majority of trader and user respondents felt all aspects of the new vision for markets in County Durham were important. A large majority of traders felt strongly that markets should be of benefit to the local economy (88.9%) and offer good value for money. Market users also felt strongly about markets benefiting the local economy (79.3%) but to a lesser extent. Users also felt strongly that markets provide local produce (70.2%). The majority of respondents who commented felt that markets should provide a variety of goods to attract people.
 - Around nine out of ten respondents said they have shopped at least one of the ten markets supported by DCC in the last two years. In terms of users, by far the most used market was Durham City (61.3%) followed by Stanley (29.6%), Chester-le-Street (28.2%), Consett (24.6%) and Bishop Auckland (23.9%). The three markets with the smallest proportion of users were Seaham (2.8%), Stanhope (4.9%) and Spennymoor (7%). However very small numbers of people said that any markets should close.

- A large majority of both users (88.1%) and traders (78.6%) support the use of market places for activities other than market trading. The most popular frequency for these events was monthly.
 - The most popular speciality markets for both traders (71.4%) and users (91.5%) were local food and produce. This confirms the demand for a range of markets offering speciality goods and/or local fresh produce. There were strong levels of agreement that there should be more advertising for markets in the county as both traders and users they are not well advertised currently.
 - Traders were also asked which option they preferred for the future management of markets. The most popular choice was option 1 to continue to operate the markets as now which creates different management models and agreements with some markets operated under licence and others maintained by the council.
17. Feedback from traders at consultation events suggested that whilst they recognised the need for new and diverse types of retail operations in the markets, there was also need for supporting existing traders e.g. through advice, guidance and networking.
 18. Promotion and advertising of markets was also raised as an important concern amongst market traders. It was generally felt that traditional methods of promoting the market were out dated. Traders recommended more up to date methods of promotion including use of the Council website and other social media sites.
 19. Traders stated that they would also welcome links to each other's sites and the creation of networks with other market traders through social media sites. They advocated a dedicated markets web site or web pages managed by the Council which could host these links and that could also promote other events that were happening in the County's market towns.
 20. The results of the consultation broadly supported the strategic aims and many useful comments and suggestions were recorded during the exercise. There were several of the responses which were of a more specific nature and relevant only to individual markets. Although welcomed and operationally useful, such information was not considered as relevant to the overall strategy for County Durham.
 21. In addition the draft strategy contained a lot of background information about markets and reasoning behind the creation of the strategy. Whilst this information was useful for Members to agree within the draft form, much of this information has now been removed within the revised version as shown in Appendix 2, to enable it to be more effectively used as a 'live' document going forward.

Delivering the Strategy

22. In delivering the strategy the council needs to continue to consider fully the wishes and aspirations of all parties involved in markets, town centres and

surrounding communities and to respect the historic market rights that exist across the county.

23. It has been identified that there may be existing market rights held by current market providers and that these rights may have an impact as to the future delivery options for markets.
24. In addition it is also known that there are some unestablished markets taking place across the County. Such markets are subject to street trading controls where they exist. To safeguard their continuation these markets will need to be established in law thereby exempting them from street trading controls.
25. As set out within the strategy the Council must seek to design and implement a more effective management model, fully reflecting local circumstances and respecting the character of individual centres, to deliver the following strategic objectives:
 - Affording the council the ability to continue to perform its functions effectively, provide strategic direction and to facilitate the effective management of markets across the county.
 - Providing a structured, efficient and transparent management model which is purpose-designed for County Durham and allows markets the opportunity to operate at peak performance.
 - Affording the council the opportunity to work with market operators to maximise the performance of markets but also to deliver the council's other strategic objectives in terms of wider economic impact, business start ups and growth and support for communities.
26. It is proposed therefore that the most appropriate management arrangements for each individual market will be determined on the basis of efficiency and effectiveness as well as the potential for future growth and enhancement of the market offer.
27. Should the proposed management arrangements for any market involve the transfer of management and operational responsibilities to a third party, the Council will need to seek prospective partners.
28. A 'soft' market-testing exercise has already been undertaken which has identified levels of interest from both local and national operators in the management of each of the County Councils markets.
29. Subject to Cabinet agreement of the final strategy (Appendix 2) and determination of the future management arrangements for each individual market, these expressions of interest cannot be confirmed.
30. Furthermore as part of any selection process, it will be for each third party provider to demonstrate how they would operate each market in accordance with the key themes of the Strategy.

Legal and Procurement Implications

31. Markets can be created in a number of ways, including by grant, prescription or statute. The different methods of creation may result in differences in the standing and rights attached to each Market. It has been recommended by Legal Services that in order to formalise the status of each market and clarify their position that each market is designated under the Food Act 1984.
32. Owing to the complexities surrounding market rights and relevant law, this may impact upon any future agreements and affect or delay the ability of the Council to deliver the strategic aims in their entirety. In particular the situation in respect of the market in Durham City is complex due to the ancient origin of the same and therefore discussions will need to take place with Durham Markets Company as to the future of markets in Durham City."

Financial Implications

33. It was identified in an earlier report to Cabinet in May 2012 that the Council's existing management arrangements are not sufficient or sustainable to deliver the objectives as set out within the proposed strategy due to current pressures on budget, staff resources and limited ability to invest in publicity, marketing, and business support services.
34. Without further investment to support the future management of markets in line with the strategy, the Council will need to consider alternative management arrangements for those markets currently under their operational control.
35. Whilst any revised management arrangements will seek to promote better market performance across the County, it is likely that a more realistic income target will need to be established to reflect any sums payable under any contractual agreements.

Staff Implications

36. The implementation of any new management arrangements may require further consultation with both affected staff and their Trades Unions. This will be managed appropriately and in accordance with current guidance and protocols.

Conclusion

37. County Durham's markets should be well-managed, integrated components of successful town centre economies, offering good quality and good value local produce and speciality goods in support of our communities. Shopping in County Durham's markets should be a pleasurable experience, characterised by high quality, accessible stalls, an excellent mix of well-trained and passionate traders and links to retail stores and town centre events and attractions.
38. It is recognised that in taking a long-term strategic approach to the revitalisation of markets the council will need to change the manner in which it manages, supports and promotes local markets across the county.

39. The purpose of the strategy is to establish the broad economic and policy justification for managing County Durham's markets and it is intended that this will provide further opportunity for other market providers within the County to work with the Council to support the growth and enhancement of all markets within the County.
40. Whilst the aspirations and actions contained in the strategy cannot necessarily guarantee a marked improvement in the overall performance of each market, by delivering the key actions, each market would be given an opportunity to maximise their potential against the existing and emerging factors that are contributing to their apparent decline.
41. The key themes of the strategy essentially, illustrate how our markets should function and what they should look like in order to grow in a sustainable fashion and to best support town centre economies.
42. The strategy agreed by members in May 2012 has been subject to full public consultation exercise with relevant views incorporated into the new proposed strategy.
43. The results of the consultation exercise support the adoption and implementation of the agreed strategy as set out in Appendix 2.

Summary and Next Steps

44. All existing contracts and or licences currently in place will be extended until 30 June 2013 and may be extended for a further period of time subject to any new contractual arrangements being made.
45. We will seek to designate all existing markets under the Food Act 1984 subject to any existing market rights.
46. Subject to Cabinet approval of the strategy in Appendix 2, and following the Council's procurement rules and framework, it is proposed to confirm any expressions of interest in managing and operating each individual market.
47. As a matter of priority consideration for determining any future contractual arrangements will be given to those markets already managed by independent market operators.
48. All confirmed expressions of interest will be assessed as part of a selection process and new contracts will be awarded in accordance with the council's procurement rules and framework
49. In addition, it is proposed to review current management arrangements of those markets directly under the Council's control and based upon any confirmed expressions of interest, the most effective management arrangements for the delivery of the key tasks outlined within the strategy for each market will be determined.

50. Any revised management arrangements will be implemented in accordance with the Council's current policies and procedures and may be subject to further Staff and Trade Union Consultation as necessary. A suggested project timeline with key milestones is attached in Appendix 3.

Recommendations

51. Cabinet consider and agree the proposed the final draft strategy (Appendix 2) for the 'Revitalisation of Markets within County Durham.
52. Cabinet are advised of the next steps in delivering the key priorities set out within the revised strategy.
53. Cabinet agree to give delegated authority to the Corporate Director of Neighbourhood Services and Corporate Director of Regeneration and Economic Development in consultation with the Cabinet portfolio holder for Strategic Environment and and the Cabinet portfolio holder for Regeneration and Economic Development strategic for the determination and implementation of any revised management arrangements for each market, as deemed appropriate.

Background Papers (Copies available in Member's room)

- Markets Review report
- Mary Portas Review report
- Revitalising Markets Cabinet report 26 May 2012
- Markets review consultation results report

Contact: Joanne Waller Tel: 03000 260924 / Sarah Robson Tel: 0191 383 3444

Appendix 1: Implications

Finance

The base budget target for markets income in 2012-13 is £131,000. The cost of staffing for existing market provision is circa £80,000. There are additional costs with operating the markets including repairs, promotions etc, however there is no set budget set aside for this and is currently dealt with within EHCP. There are also associated costs relating to NDR which totals £39,579

Staffing

There are three FTE posts within the current establishment covering market duties. There is currently one vacancy. The current level of staff resources has already placed significant demands on the service and contingency arrangements have been put in place to meet service demands. These current arrangements are not sustainable in the longer term without further investment.

Transferring the management and operation of the markets may have TUPE implications.

Risk

A comprehensive risk assessment has been completed and the reportable risk are shown in Appendix 4

Equality and Diversity/ Public Sector Equality Duty

An Equality & Diversity Impact Assessment screening was carried out at the beginning of the process and has been reviewed since the completion of the consultation period and is available as Appendix 5. It is not envisaged that the proposed changes to the delivery of a markets across County Durham will create any disproportionate impact on the protected equality groups as the level of provision experienced by customers should not change. However, the need to ensure maintenance of current levels of service provision for the protected groups, in-particular through physical access standards, will be addressed within the licence / contractual agreement to be made with the future provider

Accommodation

The costs associated with the existing market accommodation are met by EHCP. Any outsourcing of this function would pass this responsibility over to any third party operator.

Crime and Disorder

None

Human Rights

None

Consultation

A full consultation process has been carried out. A summary of the results of this consultation is available within the body of this report and the full response information and tabulated data are available in the Markets Review Consultation Results Report, a copy of which will be made available in the Members Library

In terms of the future management arrangements, should TUPE apply, the council has a duty to consult with any affected employees. The Council will also follow all statutory and internal procedures in the event of possible redundancies

Procurement

The granting of any licence agreements for the delivery of the market management arrangements is not considered to be a procurement exercise. However, any selection the process must be fair, open and transparent it is recommended that the procurement process is followed. Due to the nature of the decision and its implications, advice given is that this should be realistically completed by the 30th April 2013. It is therefore recommended that all existing contracts currently in place be extended further until 30th April 2013.

Disability Issues

None

Legal Implications

Markets can be created in a number of ways, including by grant, prescription or statute. The different methods of creation may result in differences in the standing and rights attached to each Market.

The legal status of the existing markets within County Durham will differ depending on their history and the manner in which they were established. Therefore, the implementation of any option or strategy of necessity may differ depending on the status of each market.

Any decision to transfer management and day to day operation of the markets provision should ensure that the Council does not lose, compromise or infringe any rights in relation to markets.

Revitalising Markets

A Strategy for Supporting the Growth and Enhancement of County Durham's Street Markets



1. Background and Existing Provision

- 1.1 Markets were the birthplace of towns and cities across the world and many of the UK's major retailers started life in markets. In 2009, work for the Retail Markets Alliance indicated that the markets industry supports over 100,000 jobs and 45,000 businesses in the UK.
- 1.2 Durham County Council plays a significant role in the governance and management of a range of markets throughout the County's major centres. The council is therefore in a position where it is empowered to make key decisions to shape the future of markets' provision across the county and to determine the contribution that markets can play in supporting the revitalisation and sustainability of our town centres.
- 1.3 Durham County Council currently has an interest in the management and operation of ten markets in major settlements across the county. Further details of the markets, their location and days of operation are provided at Table 1.
- 1.4 Nationally markets have experienced a steady decline in activity over the past decade. This is probably linked to similar declines in activity on the UK's high streets, characterised by falling expenditure in high street retail outlets, increased property voids, the dominance of superstores, a shift to out-of-centre retail parks and increased volume of purchases over the internet. This has led to a displacement of high street economies which in turn has affected markets.
- 1.5 Within the group of markets under DCC control, performance is mixed.
- 1.6 The ten markets are the responsibility of DCC's Environment, Health and Consumer Protection Department within Neighbourhood Services. In February 2011, the County Council completed a review of market provision in order to highlight risks and opportunities to inform options for future service delivery. The review involved the collection of baseline information on the current market offer and consultation with shoppers, traders and licensed operators.

This work has enabled a picture to be formed of the current characteristics and performance of the individual markets to give a position from which to work. The key characteristics are summarised at Appendix 3 and illustrate that whilst markets (in common with high streets) face a number of threats, there are significant opportunities to work with markets to enhance town centres, economic development, entrepreneurship, tourism, health and diversity and the sustainability of our major centres.

- 1.7 Research into the visitor economy shows that market towns have the ability to draw people into rural areas for day trips and longer stays and to act as service centres for tourists on rural holidays and short breaks. A market in a market town is an integral part of market towns fulfilling both of these functions. Stabilising and growing the market offer in the county's market towns is therefore consistent with delivering on the county's tourism management plan that identifies market towns as critical to the success of a rural visitor economy. Markets also have the ability to promote distinctiveness. Understanding distinctiveness and experiencing it in a

practical way is a main benefit that tourists are looking to gain from their leisure decisions and spend

- 1.8 Currently, the markets are held on the days that are prescribed or have become established over the years which presents some degree of competition particularly amongst those markets operating on a Saturday.
- 1.9 Whilst there may be no statutory requirement to hold markets, there are legal considerations as to the Charter status of markets and of the common law practice of prescriptive markets, which may dictate when markets are to be held and their location. In addition, once a statutory market has been established and has gained planning permission, there will be a statutory reason for holding that particular market on that particular day at that particular location. This may be changed, but to do so would be subject to legal processes including consultation, advertisement and change of planning permission.
- 1.10 As the markets authority, the council is also the primary regulator for the county under Part IIA of the Food Act 1984.
- 1.11 In addition to the various powers available under charter, prescription, custom and practice and local legislation, it is also possible to utilise the provisions of Part III of the Food Act 1984 under which a local authority can:-
 - s.50 Establish or acquire a market
 - s.52 Appoint market days and hours
 - s.53 Demand charges
 - s.60 Make byelaws
- 1.12 The current management arrangements for markets across County Durham presents two different management models to market provision, with different operators continuing to operate each market under the terms and conditions contained in their agreements which were inherited following local government reorganisation.
- 1.13 Sustainability under the current management and operational arrangements is extremely limited and, in order to revitalise markets and get the best market offer for County Durham, the arrangements for market provision would need to change.
- 1.14 The review recommended that the council should develop a strategic approach to improve the performance of markets and take appropriate steps to promote market activity within town centres and maximise opportunities for economic growth.
- 1.15 Markets have been an integral part of town centre economies and, with strategic planning, innovation, quality of offer and integrated management they have the potential to continue to play a significant role.
- 1.16 Taking an approach based around support for town centres and markets is entirely consistent with central government policy, acknowledged best practice and the council's own economic policies and regeneration focus.

1.17 The purpose of this strategy document is to establish the broad economic and policy justification for managing County Durham's markets in a more efficient, innovative and structured way in order to better link with wider town centre and tourism initiatives in support of our major centres. In turn, this will secure stronger and more sustainable town centres benefitting retailers, traders, other town centre occupiers, shoppers and residents. It will also point to some suggested next steps towards delivering an integrated approach.

2. Our Vision for County Durham's Markets

- 2.1 It is important to establish what functions our markets should serve, what we want them to do and what we want them to look like, in order to understand how we can best support them.
- 2.2 Supporting the enhancement and growth of markets can be viewed as part of the council's role under the Regeneration Statement of "adopting a 'Whole-Town' approach to creating vibrant and successful towns encompassing the economy, housing, health and the infrastructure to make it work".
- 2.3 The development of this strategy follows on from the Markets Review of 2011 and seeks to establish vibrant, dynamic markets that provide access to quality, affordable food and other goods, have significant economic benefits both for the county and for local market towns, that promote and sustain enterprise and community and that contribute to a positive, inspirational sense of place and belonging.
- 2.4 In purely physical terms, markets can play a significant role in adding to a sense of place and engendering a sense of belonging, identity and common ownership. To be effective, the market needs to be located in a sensible position and offer traders uniformity of quality in pitches but with a degree of flexibility built in. The first element of our vision is that County Durham will seek a structured, weekly cycle of markets, each sensibly located within a major centre and offering a well-planned, efficiently-managed, quality trading environment to be readily accessible to all and to offer a range of quality/value goods with a complementary mix of proactive traders and the active support of local retail interests and shoppers.
- 2.5 In economic terms, well run, well supported markets have the ability to enhance a town centre's appeal and to offer a significant draw to visitors and (in some instances) tourists. The second element of our vision is that County Durham's markets will, as part of a wider impetus for town centre regeneration and economic development, become noted for their ability to increase footfall and customer spend in our town centres and will be hubs for entrepreneurial activity, test grounds for small businesses, potential locations for new employment generation and the first port of call for buying local produce. The markets will be integral to the community, the benefits they bring will be obvious to all and they will operate in co-operation with local retailers and without protectionism from any quarter. Markets will be well integrated with festivals, events and other types of market and will tie in with town centre regeneration and tourism strategies to maximise footfall, local expenditure retention and job creation potential.

Vision

Our vision is that County Durham's markets should be well-managed, integrated components of successful town centre economies, offering good quality and good value local produce and speciality goods in support of our communities. Shopping in County Durham's markets will be a pleasurable experience, characterised by high quality, accessible stalls, an excellent mix of well-trained and passionate traders and links to retail stores and town centre events and attractions.

3. The Economic Case for Intervention

- 3.1 Wider research on markets has produced clear evidence of the contribution they make towards a wide range of economic and social policy goals. This includes benefits in regeneration, economic development, culture and tourism, food and health, community cohesion and the environment.
- 3.2 The ten markets operating across County Durham could make a significant contribution to the vitality of the county's town centres. In addition, they have the potential **to generate significant multiplier effects**, with market customers more likely to spend money in other shops in the town centre for every £1 they spend in the market.
- 3.3 This has the effect of **retaining expenditure in the local town economy**. The recent Portas Review highlighted the fact that spending in the out of town shopping developments and larger supermarkets led to the instant loss of expenditure from the local area, thus having less economic impact than spending on retailers with a localised supply chain.¹
- 3.4 Markets can also be of **particular importance to deprived communities** and most of the market town locations contain proximate areas of deprivation. Markets can offer good value for money on a wide range of convenience goods and this has the potential to support higher living standards among lower income groups due to their lower prices. .
- 3.5 Markets provide important sources of employment and income generation for significant numbers of people. They also **create venues in which new business can be launched on a test trading basis at lower costs than in other premises**, and therefore have a role to play in promoting entrepreneurship and business start-up.
- 3.6 Retail markets remain an important part of the retail offer in towns and cities and local retailers are generally supportive of markets. Markets also provide an opportunity to **deliver business-led solutions to regeneration problems**.
- 3.7 Markets, with their associated food and cultural festival events have the potential to **strengthen County Durham's cultural offer** and image and, to support economic growth by co-ordinating and promoting cultural events and attractions. They also contribute to the County's economic identity by:

¹ The Portas Review – An Independent Review into the future of our high streets – page 12 – evidence provided by New Economics Foundation

- Improving the quality of place in specific sites across the county
- Increasing positive perceptions of the county
- Raising the profile of the county

3.9 The increased profile for the county's economic identity has the potential to be reflected in the proportion of the county's residents and businesses who feel that the market asset base increases local pride, visitors who cite markets as one of the reasons for their visit to the county and the generation of media attention.

3.10 There has been a clear growth in speciality markets in recent years, which demonstrates that a variety of **good markets remain popular with customers**.

3.11 At a retail level, there is great scope for markets to play a role in **ensuring that local communities have access to fresh produce**. They can offer ideal locations for providing information and learning/skills opportunities on a wide range of health issues including healthy eating, and food buying/cooking skills. They can also be used to market and promote healthy eating campaigns such as the 5-a-day and Change 4 Life initiatives.

3.12 In 2006, the Joseph Rowntree Foundation published research on the value of markets as spaces for social interaction². This concluded that:

- Markets were important sites of social interaction for all groups in the community, but most significantly for older people, especially women. Markets also represent **important social spaces** for mothers with young children, young people, and families with children, particularly at weekends
- Markets had a **significant social inclusion role**, as places to linger, particularly for older people and young mothers
- The social life of traders played a significant role in creating a vibrant atmosphere in markets, and in forging social bonds and links in the trading community as well as with shoppers
- For markets to function well as social spaces, various factors are significant. Essential attributes include: a large diverse range of products fitting well with local needs and tastes; café or food vans on site or nearby; good access to the site, especially by local transport; and an active and engaged community of traders.

3.13 In recognising the contribution that markets make to a range of economic, social and cultural factors, this strategy aims to create an environment for success and economic regeneration through:

- Increasing footfall and customer spend
- Attracting new traders and maximising the potential of existing traders
- Improving the local trading environment and opportunities for the surrounding town centres

3.15 In line with the emerging national view of markets, the council recognises the mutual benefits that vibrant and dynamic markets can bring to town centres for local businesses and communities particularly in relation to:-

² Watson, S. et al (2006) Spaces of diversity: markets as sites for social interaction. Joseph Rowntree Foundation. The Policy Press

- Providing a sense of place and belonging
 - Local employment and independent retailing
 - Opportunities to promote entrepreneurialism and business start up.
- 3.16 In realising our vision for Durham County markets, the council will endeavour to deliver the very best offer for County Durham, whilst recognising the historic market rights that exist across the county. The need to revitalise markets, in order to provide jobs for local people and meet environmentally sustainable objectives, will be a stimulus for future action. The council recognises the role that markets play in adding value to the economic, social and cultural fabric of the county.
- 3.17 This strategy seeks to address the immediate challenges presented by the economic downturn whilst preparing the foundations for future success. It covers a range of priorities aimed at addressing the immediate challenge of the economic downturn, priorities aimed at building capacity and resilience within market towns and long term priorities aimed at building strong foundations for a prosperous future.
- 3.18 Key to these priorities is the aim to develop sustainable management solutions which transition emphasis away from regulation and enforcement toward investment and commercial management. The overarching objective is to develop the county's existing market asset base on a sustainable platform which drives up the provision of high quality goods and services and consistency across the county.

4 Key Strategic Aims and Themes

- 4.1 In formulating this strategy to revitalise the county's markets, several key themes have emerged. It is intended that future actions should address one or more of these key themes in order to secure a coherent and effective approach.

Key Theme 1- Supporting Our Town Centres

A market that is well-positioned, easily accessible, customer facing, sensibly laid out and offering a clean, tidy, well-maintained and uniform image with an appropriate mix of stallholders is an asset to a town centre. It is a key theme that we should strive to achieve such a facility in each of the county's major centres and that markets should form a component of the wider regeneration and economic development agenda to:

- Increase footfall and customer spend in town centres.
- Increase visitor numbers and dwell time in our market towns.
- Attract new traders and offer the opportunity for existing traders to maximise their potential.
- Form an integral part of the town centre retail offer and assist in meeting the challenges posed to the vitality of the high street in a climate of minimal, current economic growth.

Key Theme 2 - Place Shaping

For the longer term, it is essential that markets work with wider town centre interests to sign up to plans of action in support of the “business” of the high street. Town centres comprise a diverse range of interests of landlords, retailers, councils and others and that a lack of cohesion has exacerbated the decline in footfall and retail performance.

As a priority measure, we should seek to encourage markets which (as a first step) follow basic principles of good retailing with good quality, well maintained, accessible and uniform stalls, active frontages and welcoming signage to greet shoppers. There should be a logical mix of quality goods. Shoppers should be able to enter and pass through the market easily and gain ready access to nearby shops. Such basic steps will improve the local trading environment and provide opportunities for the surrounding area.

In the longer term, markets should be viewed as major players in the town centre and involved in town centre improvement proposals.

Key Theme 3 - Supporting Businesses

There are numerous examples from around the UK where local authorities and private operators have successfully encouraged the development of budding entrepreneurs.

- The national “Make Your Mark” competition, run by Enterprise UK in association with the Retail Markets Alliance offers prizes to entrepreneurs in the form of 6 months free trading, £1,000 to support the business, free marketing, free business starter pack and free NMTF (What does this stand for?) membership including public liability insurance.
- NMTF runs a First Pitch programme to enable starter businesses to test trade on a market stall.

Markets can be used as a low cost entry point to retailing for fledgling businesses with financial support for creative businesses. Markets offer an opportunity to help establish new businesses and to help engender a culture of customer care. It is recommended that start-up micro businesses who seek to trade through markets in County Durham be encouraged with appropriate incentives during their first few months of trading to support their business development.

Key Theme 4 - Supporting Communities

It is an aim of the strategy that markets do more to support both the business community and some of the county’s more deprived communities which, in many cases, are “on the doorstep”.

Ideas will emerge, dependent upon the character of each town and the opportunities arising, but potential activities that might receive support include:

- Promotion of healthy eating, healthy lifestyle, exercise and leisure activities.
- Activities to complement specialist markets and town centre events.
- Special events for schools and community groups.
- Initiatives to introduce young people to retailing and customer care.

Key Theme 5 - Supporting Local Produce and Speciality Goods

Activity under this theme will strive to enhance the distinctiveness of town centres and contribute to a number of objectives.

Generating more local produce and producing more local goods will help to diversify the economy, building on the existing local food sector and helping producers move into higher value added activities, such as food processing.

There are also important opportunities in developing niche sectors, such as the creative and cultural industries and crafts.

As shopping and the food and drink offer become increasingly important parts of the visitor experience, the development of local food and produce will increase the attractiveness of town centres.

Potential opportunities include:

- Developing a thriving local food sector.
- Encouraging farmers' markets.
- Promoting retail distinctiveness.

Key Theme 6 - Marketing and PR

The markets industry is characterised by a general lack of funding to support marketing and promotion. Similarly, the industry makes sporadic use of websites which are of varying quality, design and maintenance.

Taking a strategic overview of ten markets enables the pooling of potential funding and media to assist in marketing and promotion. HOW will we do this??

- The use of logos to show loyalty to local markets and local produce.
- Well-designed, easy to use and informative websites.
- Use of social media to link activities and traders to on Facebook or twitter sites

Key Theme 7 – Structured, Effective Management

In September 2010, the Department for Communities and Local Government published a guidance paper on management models for markets.

Whilst the paper points to a range of management structures that work across the UK, the successful models are geared to:

- Being accountable yet cost efficient in their operation and with minimal bureaucracy.
- Being focussed on the core business of promoting and running successful markets incorporating, where possible, economies of scale.
- Having the ability to access capital investment.
- Attracting and retaining market traders and ensuring that they have an increased sense of “ownership” in the operational details.
- Building closer links with local businesses and the wider community.

- Having the ability to share best practice and provide training and support for traders.
- Being integrated with town centre, business, event and tourism marketing and promotion activities.

It is recommended that the preferred, future management regime for the county's markets adopts these core principles.

There is a need for good systems which capture key data without being burdensome and bureaucratic. Such a system should be able to track all rents and other finances, trader contacts, attendance records, trader history and holidays and invoicing procedures to internal audit standard.

Key Theme 8 – Engaging Partners

Partnership working is one of the essential components in successful, sustainable markets.

This strategy recommends the promotion of enhanced integration between the key players, particularly:

- To contribute to existing forum/town centre boards.
- To take strategic decisions within the agreed management and governance arrangements.
- To co-ordinate marketing, promotions, events, training, access, safety in the context of whole town centre economic development and regeneration, business development and support, tourism and employment.

5 Delivery of the Strategy

5.1 It is clear that the council needs to continue to consider fully the wishes and aspirations of all parties involved in markets, town centres and surrounding communities and to respect the historic market rights that exist across the county.

5.2 It is recognised that in taking a long-term strategic approach to the revitalisation of markets the council will need to change the manner in which it manages, supports and promotes local markets across the county.

5.3 The Council must seek to design and implement a more effective management model (fully reflecting local circumstances and respecting the character of individual centres) to deliver the following strategic objectives:

- Affording the council the ability to continue to perform its functions effectively, provide strategic direction and to facilitate the effective management of markets across the county.
- Providing a structured, efficient and transparent management model which is purpose-designed for County Durham and allows markets the opportunity to operate at peak performance.
- Affording the council the opportunity to work with market operators to maximise the performance of markets but also to deliver the council's other strategic objectives in terms of wider economic impact, business start ups and growth and support for communities.

- 5.4 The most appropriate management arrangements for each individual market will be determined on the basis of efficiency and effectiveness as well as the potential for future growth and enhancement of the market offer.
- 5.5 Any management model should **enable the council to use its influence and resources to invest in the future of markets, direct strategic policy and implement initiatives, as part of wider town centre regeneration strategies, to maximise the economic effectiveness of markets.** Specific objectives are:
- Increasing footfall and customer spend in our town centres.
 - Achieving a more structured approach to the location, frequency, style, quality and operation of the county's markets.
 - Attracting day visitors and tourists and increasing dwell time.
 - Promoting markets as drivers for improved town centre management and regeneration.
 - Encouraging markets to become involved in business start-ups, entrepreneurial activity and local speciality goods, arts and crafts.
 - Attracting new traders to underpin the sustainability of markets for the future.
 - Encouraging links between street markets and private indoor markets where appropriate.
 - Further developing links with local produce, healthy eating and healthy lifestyle promotion.
 - Establishing better links with schools and communities.
 - Modernising and improving the promotion of markets as part of the branding and image of the county.
 - Implementing reduced packaging and recycling initiatives.
- 5.6 Should any management arrangements involve the transfer of management and operational responsibilities to a third party, the Council will need to seek prospective partners. As part of any selection process, it will be for each third party provider to demonstrate how they would operate each market in accordance with the key themes of this Strategy.
- 5.7 The management arrangements must allow for input from a wide range of parties with interests in our town centres if consensus is to be reached and step changes made. They must also act as a tool for performance management and review.
- 5.8 The council needs to **keep all interested parties informed and involved in the continuing development of markets as part of the town centres' agenda.**
- 5.9 In the longer term, the council should **work with all interested parties to utilise markets to help shape our town centre places and to form an integral part of physical regeneration initiatives.**

Table 1. Schedule of Current Markets

Location	Operator	Market Day	Times	Stalls	Land Asset
Barnard Castle	DCC	Wed	9am - 4pm	Trader owned	DCC Freehold
Bishop Auckland	DCC	Thurs and Sat	9am - 4pm	Trader owned	Adopted Highway
Chester-le-Street	DCC	Tues, Fri and Sat	9am - 4pm	DCC owned. 100 fixed stalls	DCC Freehold
Consett	Trader Consortium	Fri and Sat	10am - 3pm	Trader owned	Adopted Highway
Crook	DCC	Tues and Sat	9am - 4pm	Trader owned	DCC Freehold
Durham City	Durham Market Co.	Sat	9am - 4pm	Trader owned	Adopted Highway
Seaham	Private Operator	Friday	9am - 4pm	Trader owned	Adopted Highway
Spennymoor	DCC	Sat	9am - 3pm	Trader owned	DCC Freehold
Stanhope	DCC	Mon (April – Sept only)	8am - 3pm	Trader owned	DCC Freehold
Stanhope (Farmers' Market)	DCC	4 th Sat each month	10am - 3pm	Contracted in by DCC	DCC Freehold
Stanley	Private Operator	Thurs and Sat	9am - 4pm	Trader owned	Adopted Highway

Stalls at Chester-le-Street are fixed and owned by DCC.

Stalls at Stanhope Farmers' Market are uniform and are hired in by DCC.

Stalls in other locations are owned by traders and vary in size, colour, construction and state of repair.

Appendix 3: Project Timeline / Key Milestones

Step	Milestone	Start date	End date
1	Extend all existing contracts and or licences currently in place.	January 2013 April 2013	April 2013 (with potential for further extension up until Oct 2013)
2	Seek further legal opinion on the status of each individual market and any market rights that may exist.	January 2013	June 2013
3	Seek to designate all existing markets under the Food Act 1984 subject to any existing market rights.	February 2013	June 2013
4	Confirm and assess any expressions of interest in managing and operating each individual market in accordance with the key themes of the Strategy	June 2013	August 2013
5	Review current management and operational arrangements of those markets currently under contract.	June 2013	Oct 2013
6	Review management and operational arrangements for those market directly controlled by the Council and determine most effective management arrangements for the delivery of the key tasks outlined within the strategy	April 2013	June 2013
7	Consider HR implications and commence consultation with affected staff and TUs in accordance with Council's change management toolkit.	June 2013	Oct 2013
8	Implement any changes to current management and operational arrangements as appropriate.	Oct 2013	Dec 2013

Appendix 4: Reportable Risks

Risk Description	Potential Impact	Measures to mitigate the risk (if not already in place state implantation date)	Risk Owner
Council will have to operate all markets	Not able to deliver the revitalising markets strategy due to lack of funding and skill set of existing staff. Reputational damage. Significant investment would be required.		O Cleugh/J Waller
Council will have to operate some of its markets	Not able to deliver strategy due to lack of funding and skill set of existing staff. Reputational damage. Significant investment would be required.		J Waller/O Cleugh
Adverse reaction from the Market Traders.	Reputational damage,		J Waller/O Cleugh
Legal challenge to decision	Significant legal costs. Reputational damage.	Seeking Counsel's opinion.	J Waller/O Cleugh

Equalities and Diversity Impact Assessment

Service Delivery Options for Supporting the Growth and Enhancement of County Durham's Street Markets



Durham County Council – Altogether Better equality impact assessment form

NB: Equality impact assessment is a legal requirement for all strategies plans, functions, policies, procedures and services. We are also legally required to publish our assessments. You can find help and prompts on completing the assessment in the guidance from page 7 onwards.

Section one: Description and initial screening

Section overview: this section provides an audit trail.

Service/team or section: Consumer Protection Service, Environment Health and Consumer Protection, Neighbourhood Services	
Lead Officer: Consumer Protection Manager, Consumer Protection Service, Environment Health and Consumer Protection Planning and Policy Team Leader, Planning and Policy, Neighbourhood Services	Start date: Screening 11 May 2012
Service Improvement Officer (Equalities)	Reviewed date : After consultation - 4 th December 2012
<p>Subject of the Impact Assessment: (please also include a brief description of the aims, outcomes, operational issues as appropriate)</p> <p>In February 2011, the County Council completed a review of market provision in order to highlight risks and opportunities to inform options for future service delivery. The review involved the collection of baseline information on the current market offer and consultation with shoppers, traders and licensed operators. This work has enabled a picture to be formed of the current characteristics and performance of the individual markets to give a position from which to work. The findings went to Cabinet on 30 May 2012 and approval was given for the draft strategy for 'Revitalising Markets' within County Durham' to go for public consultation. Options for the future management and operation of markets across the county were also presented for further consideration: It was agreed that a further report be considered by Cabinet on completion of the consultation and soft market testing exercises, to seek approval of the final market strategy and agreement of future management arrangements with relevant timescales for their implementation. Markets can play a significant role in adding to a sense of place and engendering a sense of belonging, identity and common ownership. To be effective, the market needs to be located in a sensible position and offer traders</p>	

uniformity of quality in pitches but with a degree of flexibility built in. The first element of the vision is that County Durham will seek a structured, weekly cycle of markets, each sensibly located within a major centre and offering a well-planned, efficiently-managed, quality trading environment to be readily accessible to all and to offer a range of quality/value goods with a complementary mix of proactive traders and the active support of local retail interests and shoppers. It is recommended that the preferred, future management regime for the county's markets adopts these core principles of the DCLG guidance paper on management models for markets. The new management model should **enable the council to use its influence and resources to invest in the future of markets, direct strategic policy and implement initiatives, as part of wider town centre regeneration strategies, to maximise the economic effectiveness of markets.** Specific objectives are:

- Increasing footfall and customer spend in our town centres.
- Achieving a more structured approach to the location, frequency, style, quality and operation of the county's markets.
- Attracting day visitors and tourists and increasing dwell time.
- Promoting markets as drivers for improved town centre management and regeneration.
- Encouraging markets to become involved in business start-ups, entrepreneurial activity and local speciality goods, arts and crafts.
- Attracting new traders to underpin the sustainability of markets for the future.
- Encouraging links between street markets and private indoor markets where appropriate.
- Further developing links with local produce, healthy eating and healthy lifestyle promotion.
- Establishing better links with schools and communities.
- Modernising and improving the promotion of markets as part of the branding and image of the county.
- Implementing reduced packaging and recycling initiatives.

Who are the main stakeholders: General public / Employees / Elected Members / Partners/ Specific audiences/Other (please specify)

- Market Traders
- Local Businesses
- Entrepreneurs
- Visitors
- Everyone living working and visiting County Durham

Is a copy of the subject attached? Yes

Initial screening

Prompts to help you:

Who is intended to benefit and how? Could there be a different impact or outcome for some groups? Is it likely to affect relations between different communities or groups, for example if it is thought to favour one particular group or deny opportunities for others? Is there any specific targeted action to promote equality?

Is there an actual/potential negative-or positive impact on specific groups within these headings?

Indicate : Y = Yes, N = No, ?=Unsure

Positive Impact

Gender	y	Disability	y	Age	y	Race/ethnicity	y	Religion or belief	y	Sexual orientation	y
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How will this support our commitment to promote equality and meet our legal responsibilities?

Reminder of our legal duties:

- Eliminating unlawful discrimination & harassment
- Promoting equality of opportunity
- Promoting good relations between people from different groups
- Promoting positive attitudes towards disabled people and taking account of someone's disability, even where that involves treating them more favourably than other people
- Involving people, particularly disabled people, in public life and decision making

What evidence do you have to support your findings?

The design and implementation of a more effective management model (fully reflecting local circumstances and respecting the character of individual centres) should enable consistency and standardisation of the markets provision; including ensuring equality and diversity requirements are met. It is hoped that the proposed **Strategy for Supporting the Growth and Enhancement of County Durham's Street Markets** will help to improve the markets across the county including more choice with speciality markets, improved access for those with disabilities, a wider mix of local traders with more customers coming into town centre. This

will be addressed within the licence / contractual agreement to be made with the future provider

The comments received via the consultation highlight the need to ensure that access issues are addressed. It is essential that this area is given reasonable consideration and the need to ensure maintenance of current levels of service provision for the protected groups, in-particular through physical access standards, will be addressed within the licence / contractual agreement to be made with the future provider. Markets were included on the original schedule for inclusion on Disabled-Go website which went live Oct 2012, this is ongoing and more details will be added over the coming months.

Decision: Proceed to full impact assessment – Yes/No– Date: 10/12/2012

If you have answered ‘No’ you need to pass the completed form for approval & sign off.

Section two: Identifying impacts and evidence- Equality and Diversity

Section overview: this section identifies whether there are any impacts on equality/diversity/cohesion, what evidence is available to support the conclusion and what further action is needed.			
	Identify the impact : does this increase differences or does it aim to reduce gaps for particular groups?	Explain your conclusion, including relevant evidence and consultation you have considered.	What further action is required? (Include in Sect. 3 action plan)
Gender	Changes to the service delivery model for the operation of markets	It is expected that the proposed Strategy for Supporting the Growth and Enhancement of County Durham’s Street Markets will help to improve the markets across the county including more choice with speciality markets, improved access for those with disabilities, a wider mix of local traders with more customers coming into town centres	N/A
Age	Changes to the service delivery model for the operation of markets	Although there is a lower age limit for applicants (18 years or over) this follows health and safety legislation and follows recognised protocol . This	N/A

		Changes to the service delivery model may impact access to services	will be addressed within the licence / contractual agreement to be made with the future provider	N/A
Disability		The comments received via the consultation highlight potential access issues. It is important that current levels of service provision are maintained if not improved. Physical access standards, will be addressed within the licence / contractual agreement to be made with the future provider. Markets were included on the original schedule for inclusion on Disabled-Go website which goes live in Oct 2012, this is ongoing and more details will be added over the coming months. Disabled-Go is a web-based (www.disabledgo.com) portal aimed at providing information for disabled people and their families, on whether places and services are accessible for their individual needs. This is provided through an access guide which sets out detailed information on places to visit and council buildings, enabling more disabled people to participate in local activities		N/A
Race/Ethnicity		No negative impact has been identified.		N/A
Religion or belief		No negative impact has been identified.		N/A
Sexual orientation		No negative impact has been identified.		N/A

How will this promote positive relationships between different communities? N/A

Section three: Review and Conclusion

Summary: please provide a brief overview, including impact, changes, improvements and any gaps in evidence.

Action to be taken	Officer responsible	Target Date	In which plan will this action appear
When will this assessment be reviewed?	Date: April 2013		
Are there any additional assessments that need to be undertaken in relation to this assessment?	No		
Lead officer sign off: Head of Environment Health and Consumer Protection			Date: 10/12/12
Service equality representative: - signed off by Customer Relations, Policy and Performance			Date: 10/12/12

Please ask us if you would like this document summarised in another language or format.

العربية (Arabic) (中文 (繁體字)) (Cantonese) اردو (Urdu)
polski (Polish) ਪੰਜਾਬੀ (Punjabi) Español (Spanish)
বাংলা (Bengali) हिन्दी (Hindi) Deutsch (German)
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Appendix 5

Equalities and Diversity Impact Assessment Strategy for Supporting the Growth and Enhancement of County Durham's Street Markets



Durham County Council – Altogether Better equality impact assessment form

NB: Equality impact assessment is a legal requirement for all strategies plans, functions, policies, procedures and services. We are also legally required to publish our assessments. You can find help and prompts on completing the assessment in the guidance from page 7 onwards.

Section one: Description and initial screening

Section overview: this section provides an audit trail.

	<p>Service/team or section: Consumer Protection Service, Environment Health and Consumer Protection, Neighbourhood Services</p> <p>Lead Officer: Consumer Protection Manager, Consumer Protection Service, Environment Health and Consumer Protection</p> <p>Planning and Policy Team Leader, Planning and Policy, Neighbourhood Services</p>	<p>Start date: Screening 11 May 2012</p> <p>Reviewed date : After consultation - 4 December 2012</p>
<p>Subject of the Impact Assessment: (please also include a brief description of the aims, outcomes, operational issues as appropriate)</p> <p>In February 2011, the County Council completed a review of market provision in order to highlight risks and opportunities to inform options for future service delivery. It was agreed that a further report be considered by Cabinet later on in the year on completion of the consultation and soft market testing exercises, to seek approval of the final market strategy</p> <p>An Equality and Diversity Impact Assessment screening was carried out at the beginning of the process and it was agreed that it would be reviewed after the consultation period when future management arrangements had been determined, to ensure that the arrangements addressed the needs of the protected equalities groups, and in particular through standards of physical access to markets. As the strategy has progressed it is evident that two impact assessments are required to assess both the Service Delivery aspects of the Markets service and the strategy supporting the growth and enhancement of County Durham's street markets.</p> <p>The purpose of this strategy document is to establish the broad economic and policy justification for managing County Durham's markets in a more efficient, innovative and structured way in order to better link with wider town centre and tourism initiatives in support of our major centres. In turn, this will secure stronger and more sustainable town centres benefitting retailers, traders, other</p>		

<p>town centre occupiers, shoppers and residents. It will also point to some suggested next steps towards delivering an integrated approach.</p> <p>3.16 In realising our vision for Durham County markets, the council will endeavour to deliver the very best offer for County Durham, whilst recognising the historic market rights that exist across the county. The need to revitalise markets, in order to provide jobs for local people and meet environmentally sustainable objectives, will be a stimulus for future action. The council recognises the role that markets play in adding value to the economic, social and cultural fabric of the county.</p>	<p>Who are the main stakeholders: General public / Employees / Elected Members / Partners/ Specific audiences/Other (please specify) –</p> <ul style="list-style-type: none"> • Market Traders • Local Businesses • Entrepreneurs • Visitors • Everyone living working and visiting County Durham <p>Is a copy of the subject attached? - yes</p>
------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Initial screening

The strategy should enable the council to use its influence and resources to invest in the future of markets, direct strategic policy and implement initiatives, as part of wider town centre regeneration strategies, to maximise the economic effectiveness of markets. Specific objectives are:

- Increasing footfall and customer spend in our town centres.
- Achieving a more structured approach to the location, frequency, style, quality and operation of the county's markets.
- Attracting day visitors and tourists and increasing dwell time.
- Promoting markets as drivers for improved town centre management and regeneration.
- Encouraging markets to become involved in business start-ups, entrepreneurial activity and local speciality goods, arts and crafts.
- Attracting new traders to underpin the sustainability of markets for the future.
- Encouraging links between street markets and private indoor markets where appropriate.
- Further developing links with local produce, healthy eating and healthy lifestyle promotion.
- Establishing better links with schools and communities.
- Modernising and improving the promotion of markets as part of the branding and image of the county.

Positive impact for Race/Ethnicity

Markets, with their associated food and cultural festival events have the potential to strengthen County Durham's cultural offer and image and, to support economic growth by co-ordinating and promoting cultural events and attractions. They also contribute to the County's economic identity by:

- Improving the quality of place in specific sites across the county
- Increasing positive perceptions of the county
- Raising the profile of the county

Positive Impact for All but especially Gender and Age

We recognise the contribution that markets make to a range of economic, social and cultural factors.

In 2006, the Joseph Rowntree

Foundation published research on the value of markets as spaces for social interaction. This concluded that:

- Markets were important sites of social interaction for all groups in the community, but most significantly for older people, especially women. Markets also represent **important social spaces** for mothers with young children, young people, and families with children, particularly at weekends
- Markets had a **significant social inclusion role**, as places to linger, particularly for older people and young mothers

- The social life of traders played a significant role in creating a vibrant atmosphere in markets, and in forging social bonds and links in the trading community as well as with shoppers
- For markets to function well as social spaces, various factors are significant. Essential attributes include: a large diverse range of products fitting well with local needs and tastes; café or food vans on site or nearby; good access to the site, especially by local transport; and an active and engaged community of traders.
- It is an aim of the strategy that markets do more to support both the business community and some of the county's more deprived communities which, in many cases, are "on the doorstep".

Prompts to help you:
 Who is affected by it? Who is intended to benefit and how? Could there be a different impact or outcome for some groups? Is it likely to affect relations between different communities or groups, for example if it is thought to favour one particular group or deny opportunities for others? Is there any specific targeted action to promote equality?

Is there an actual/potential negative or positive impact on specific groups within these headings?
 Indicate : Y = Yes, N = No, ?=Unsure

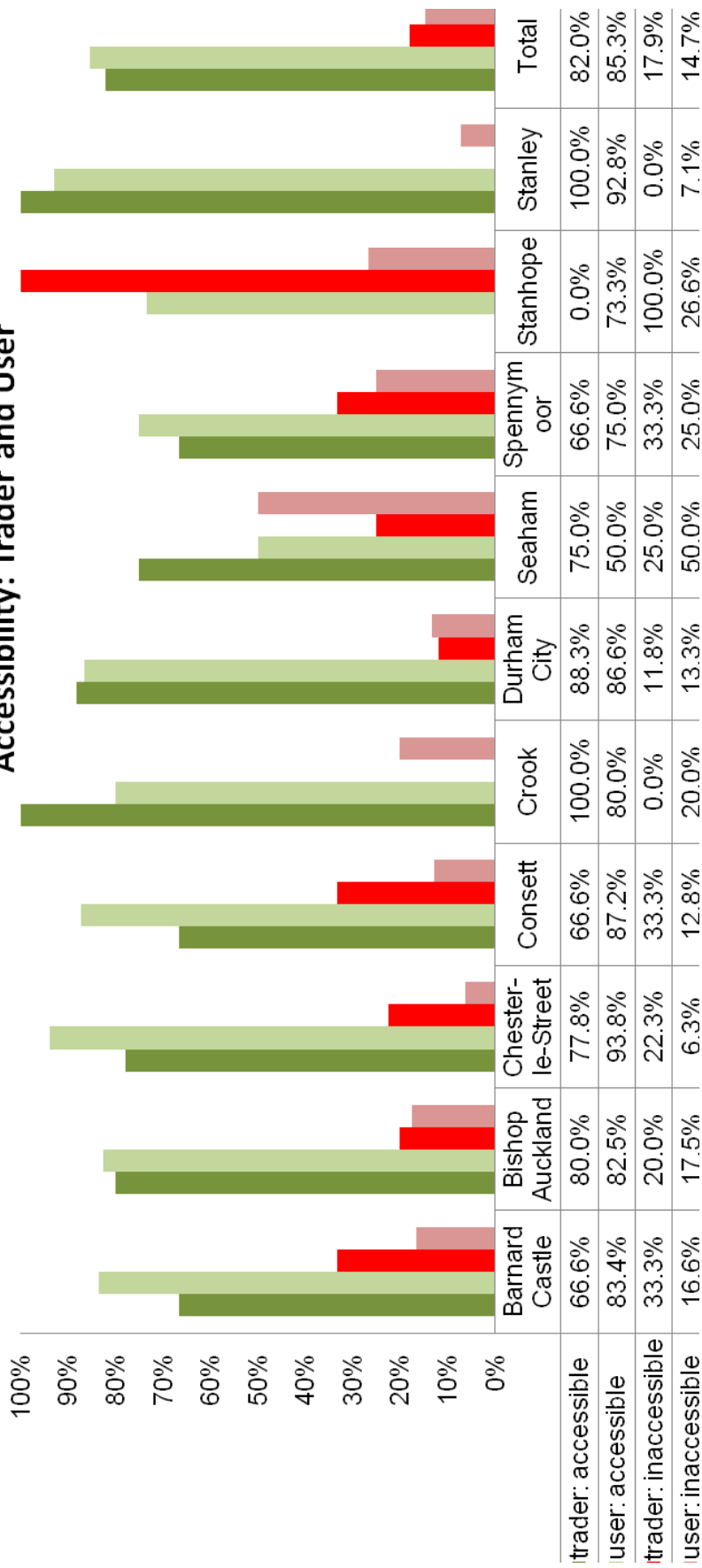
Gender	y	Disability	y	Age	y	Race/ethnicity	y	Religion or belief	y	Sexual orientation	y
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How will this support our commitment to promote equality and meet our legal responsibilities?
 Reminder of our legal duties:

- Eliminating unlawful discrimination & harassment
- Promoting equality of opportunity
- Promoting good relations between people from different groups
- Promoting positive attitudes towards disabled people and taking account of someone's disability, even where that involves treating them more favourably than other people
- Involving people, particularly disabled people, in public life and decision making

What evidence do you have to support your findings?

Accessibility: Trader and User



We also asked how accessibility could be improved at any of the markets and although we were not always able to identify which market place the following comments refer to, similar concerns over disabled parking and accessibility are expressed throughout. Some of the comments around accessibility include:

- More disabled parking(Bishop Auckland)
- Free/reasonably priced town centre parking
- It would be better if the stalls all faced the same way or maybe all faced inwards in a circle as its quite difficult to navigate through the stalls.
- It would be good if there was a big board showing a plan of the stalls and which businesses are on which stall.
- Sometimes the way the stalls are set out in makes it hard to move around from one side to the other of the street. It would be great to have a more perm stands (Stanley)

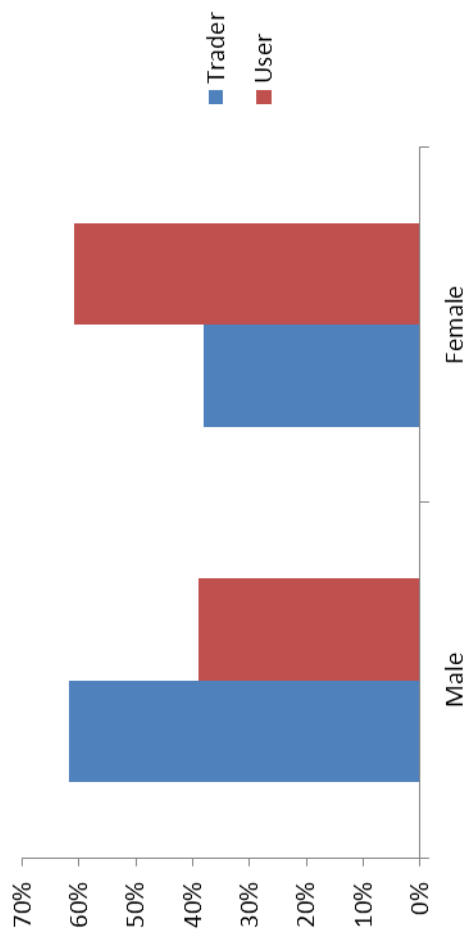
- Parking is a key issue - cost and availability.
- High cost parking can put people off attending markets(Durham City)
- Cobbles can be problematic re access for people with disabilities and older people (Barnard Castle)
- Evening markets when parking is free and people are not at work are so in need
- Parking is either difficult or expensive in virtually all of the towns in County Durham.
- Visiting with children or elderly people is too difficult.
- Stalls spaced out more to allow for wheelchair access.
- Increased seating
- More public toilets and better bus services on market day are also required if they are to be successful (Consett)
- Stalls should be back to back across the street and not one long row as the gaps between become cluttered with boxes of more imported rubbish that nobody should be buying.(Seaham)
- Large parts are difficult to access with pushchairs or with wheelchairs due to the cobbles and hills and there is only one car park with adequate lifts in level walking distance. Reaching the marketplace from a bus is also a challenge.(Durham)
- Indoor market is wonderful but not easy access for anyone with mobility difficulties.(Durham)

We have consulted with Durham County Council Disability Partnership via email and any responses from this group have been collated with the overall results. These results have highlighted that there are concerns over the accessibility of the markets across County Durham which will impact on those who are disabled, visually impaired, wheelchair users and both older people and mothers with young children in pushchairs. We recognise that a market that is well-positioned, easily accessible, customer facing, sensibly laid out and offering a clean, tidy, well-maintained and uniform image with an appropriate mix of stallholders is an asset to a town centre. It is a key theme of our strategy that we should strive to achieve such a facility in each of the county's major centres. The council recognises the role that markets play in adding value to the economic, social and cultural fabric of the county and the need to revitalise markets, in order to provide jobs for local people and meet environmentally sustainable objectives, will be a stimulus for future action. Access to all of our markets will be given reasonable consideration and the need to ensure maintenance of current levels of service provision for the protected groups, in-particular through physical access standards, will be addressed within the licence / contractual agreement to be made with the future provider.

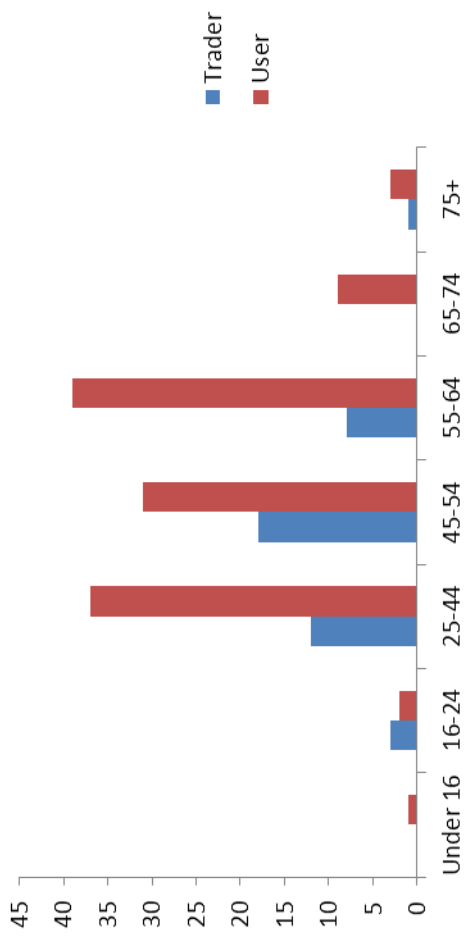
Consultation Process

The consultation process itself followed the principles and guidance set out in the DCC Consultation and Engagement Strategy and ensured that that we were inclusive, well-coordinated, achieved value for money and met high quality standards. Literature and communications followed DCC Accessible Communications guidelines so that as many people as possible, both traders and users could participate in this consultation, further details are available in the Markets Review Consultation Report.

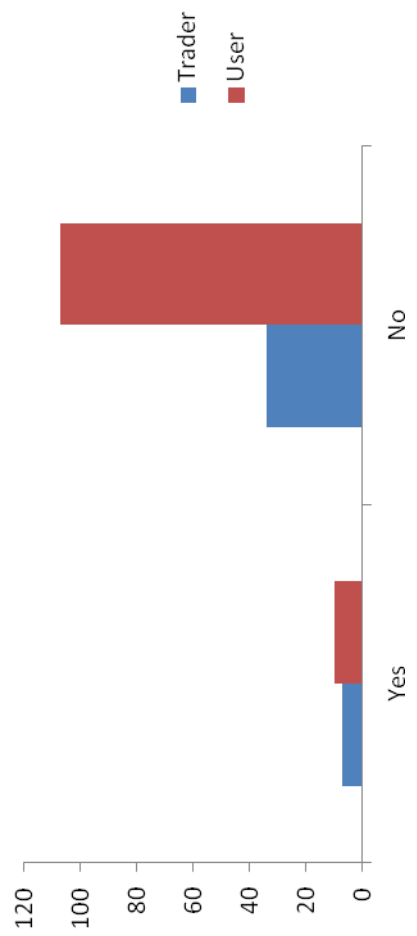
What is your gender?



What is your age group?

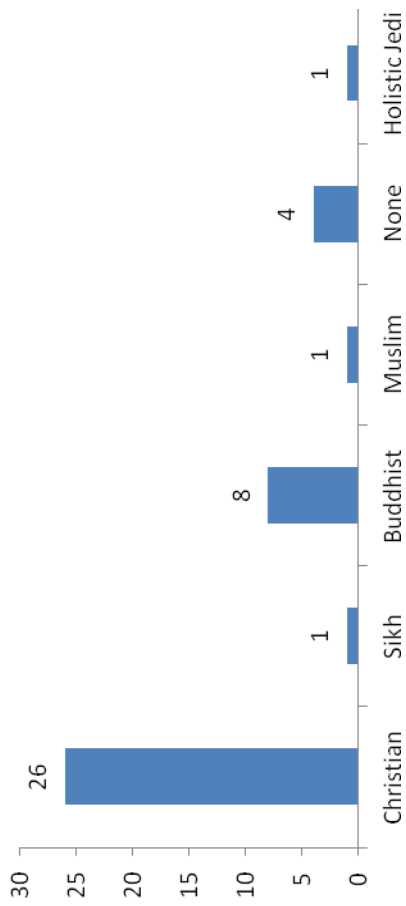


Do you consider yourself to be a disabled person?



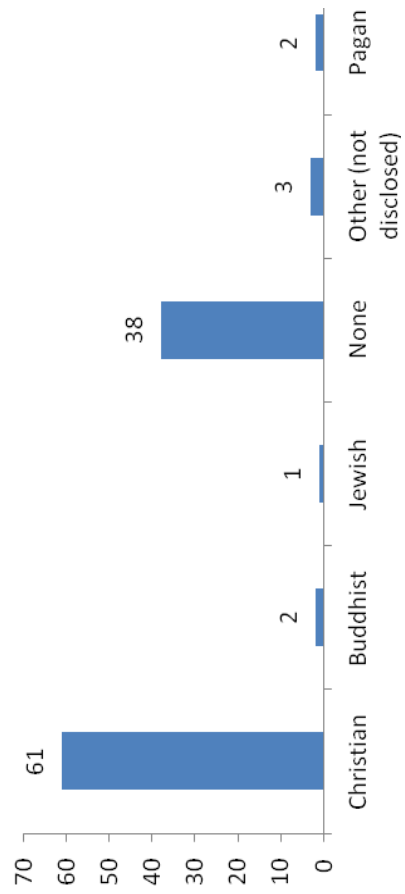
Traders -

What is your religion or belief?

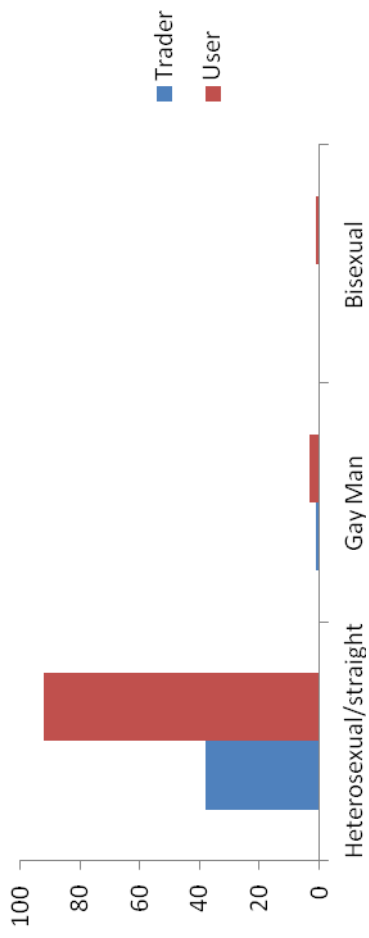


Users -

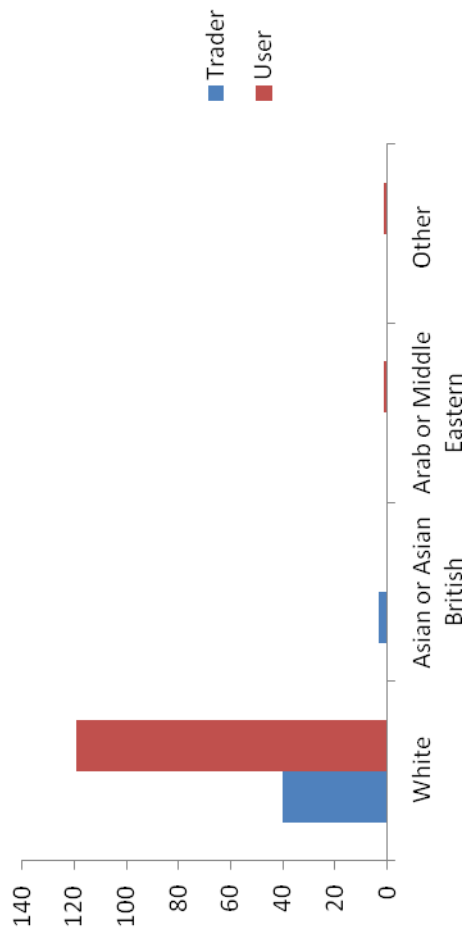
What is your religion or belief?



How would you describe your sexuality?



What is your ethnic group?



Further background papers / evidence used to support development of the strategy include:

- Consultation Results

<ul style="list-style-type: none"> • Markets Review report • Mary Portas Review report • Revitalising Markets Cabinet report 26th May 2012 <p>Watson, S. et al (2006) Spaces of diversity: markets as sites for social interaction. Joseph Rowntree Foundation. The Policy Press</p> <p>Decision: Proceed to full impact assessment – Yes/ Date: 10/12/2012</p> <p>If you have answered ‘No’ you need to pass the completed form for approval & sign off.</p>

Section two: Identifying impacts and evidence- Equality and Diversity

<p>Section overview: this section identifies whether there are any impacts on equality/diversity/cohesion, what evidence is available to support the conclusion and what further action is needed.</p>			
	<p>Identify the impact does this increase differences or does it aim to reduce gaps for particular groups?</p> <p>Reduced gaps by better more consistent provision</p>	<p>Explain your conclusion, including relevant evidence and consultation you have considered.</p> <p>It is expected that the proposed Strategy for Supporting the Growth and Enhancement of County Durham’s Street Markets will help to improve the markets across the county including more choice with speciality markets, improved access for those with disabilities, a wider mix of local traders with more customers coming into town centres</p> <p>The strategy aims to result in economic benefits which will include opportunities for young people</p>	<p>What further action is required? (Include in Sect. 3 action plan)</p>
Gender			
Age	<p>Potentially positive impact through the potential opportunities in retailing and customer care for young entrepreneurs generated through school and community events</p>		

Disability	Accessibility issues raised through the consultation	The comments received via the consultation will be factored into the strategy and used to inform the service delivery model.	
Race/Ethnicity	Potential Positive impact for residents and visitors of the integration on markets with festivals, events and other types of markets.	Promote and sustain enterprise and community contributing to a positive, inspirational sense of place and belonging. (2.3 – Strategy)	
Religion or belief	Potential Positive impact for residents and visitors of the integration on markets with festivals, events and other types of markets.	Promote and sustain enterprise and community contributing to a positive, inspirational sense of place and belonging. (2.3 – Strategy)	
Sexual orientation	No impact identified		

How will this promote positive relationships between different communities?

It is an aim of the strategy that markets do more to support both the business community and some of the county's more deprived communities which, in many cases, are "on the doorstep". Ideas will emerge, dependent upon the character of each town and the opportunities arising, but potential activities that might receive support include:

- Promotion of healthy eating, healthy lifestyle, exercise and leisure activities.
- Activities to complement specialist markets and town centre events.
- Special events for schools and community groups.
- Initiatives to introduce young people to retailing and customer care.

Section three: Review and Conclusion

Summary: please provide a brief overview, including impact, changes, improvements and any gaps in evidence.

Our vision is that County Durham's markets should be well-managed, integrated components of successful town centre economies, offering good quality and good value local produce and speciality goods in support of our communities. Shopping in County Durham's markets will be a pleasurable experience, characterised by high quality, accessible stalls, an excellent mix of well-trained

and passionate traders and links to retail stores and town centre events and attractions. We will seek a structured, weekly cycle of markets, each sensibly located within a major centre and offering a well-planned, efficiently-managed, quality trading environment to be readily accessible to all and to offer a range of quality/value goods with a complementary mix of proactive traders and the active support of local retail interests and shoppers. Following the consultation period it was not envisaged that the proposed changes to the delivery of a markets across County Durham would create any disproportionate impact on the protected equality groups as the level of provision experienced by customers should not change. In fact the development of this strategy follows on from the Markets Review of 2011 and seeks to establish vibrant, dynamic markets that provide access to quality, affordable food and other goods, have significant economic benefits both for the county and for local market towns, that promote and sustain enterprise and community and that contribute to a positive, inspirational sense of place and belonging. In purely physical terms, markets can play a significant role in adding to a sense of place and engendering a sense of belonging, identity and common ownership. To be effective, the market needs to be located in a sensible position and offer traders uniformity of quality in pitches but with a degree of flexibility built in. It is hoped that the proposed strategy will help to improve the markets across the county including more choice with speciality markets, improved access for those with disabilities, a wider mix of local traders with more customers coming into town centres

Action to be taken	Officer responsible	Target Date	In which plan will this action appear
To ensure the requirement for access audits will be included in any agreements and or specifications with operators	Consumer Protection Manager,	April 2013	NS Equalities Action Plan
When will this assessment be reviewed?	Date: April 2013		
Are there any additional assessments that need to be undertaken in relation to this assessment?			
Lead officer signed off:- Head of Environment Health and Consumer Protection :	Date: 10/12/12		
Service equality representative:- signed off by Customer Relations, Policy and Performance Manager	Date: 10/12/12		

Please ask us if you would like this document summarised in another language or format.

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Cabinet

16 January 2013

**Implications for Durham County Council
of the Government's policy programme**


**Report of Corporate Management Team
Lorraine O'Donnell, Assistant Chief Executive
Councillor Simon Henig, Leader of the Council**

Purpose of the Report

- 1 On 10 October 2012, Cabinet considered the most recent report on the implications of the Coalition Government's policy programme. This report provides Cabinet with an update on the major policy developments and announcements since then and analyses the implications for the Council and County Durham.

Executive Summary

- 2 Since the last report, the government has maintained its focus and emphasis on driving forward on the delivery of its major policy projects. The Cabinet reshuffle in the summer resulted in a slight change of emphasis in some areas for example transport, but the general direction of travel of government policy remains the same. In the period under consideration, there have been a number of detailed documents and consultations released. Service groupings continue to consider these and analyse and prepare for the specific impacts of these developments on the authority. As we pass the half way point for this parliament, there is a sense that we are about to enter a new phase, with the emphasis switching from policy development to implementation and delivery, with for example NHS and public health reforms, changes to welfare and the localisation of council tax support all becoming reality in 2013.
- 3 The most significant announcements since the last report to Members relate to the following, outlined in more detail below:
- Autumn Statement;
 - Local government settlement;
 - Local government finance;
 - Welfare reform guidance;
 - New town and parish councils;
 - English Baccalaureate;
 - Baseline design for schools;
 - Regional and economic growth;
 - NHS and public health reform;
 - Social care reform;
 - Open data and transparency;
 - Reducing bureaucracy;
 - Police and Crime Commissioners.

- 4 The common themes of government policy around transparency, choice, community empowerment and more diverse patterns of public service provision are still evident. Localism still features, however Ministers have not refrained from issuing guidance or specifying how they expect local authorities to act on certain issues, for example the latest council tax 'freeze' offer and pronouncements in favour of weekly bin collections. In many respects, such advice or direction could be seen as reducing the ability of local authorities to determine local approaches to managing budget reductions in line with local priorities.
- 5 The government has continued to explain its approach to addressing the deficit, although the slow rate of economic growth has resulted in the Chancellor confirming that funding challenges will continue beyond the next election and that serious consideration will need to be given to removing further resources from the welfare budget in future years.
- 6 Clearly, the various policy changes will have major implications for the council and the steps it is taking to develop an 'altogether better Durham'.
- 7 The council and its partners are continuing to analyse the impact that government policy will have on local communities and on our ability to deliver the sustainable community strategy and wherever possible, are working together to respond proactively to the government's policy changes.
- 8 Members are recommended to note the contents of this report and the actions taken to anticipate and respond to the government's reforms.

Background

- 9 Cabinet has considered a number of periodic reports on government policy since the general election in 2010, the most recent report being on 10 October 2012. Where necessary, Cabinet has also received further policy reports on specific topics, such as the Localism Act, changes to the NHS and health and social care and welfare reform. This document builds upon these previous briefings.

Update

- 10 The most significant policy announcements since the last report to Members in October 2012, relate to the following, which are outlined in more detail below:
 - Autumn Statement;
 - Local government settlement;
 - Local government finance;
 - Welfare reform guidance;
 - New town and parish councils;
 - English Baccalaureate;
 - Baseline design for schools;
 - Regional and economic growth;
 - NHS and public health reform;
 - Social care reform;

- Open data and transparency;
- Reducing bureaucracy;
- Police and Crime Commissioners.

Autumn Statement

- 11 On 5 December 2012, the Chancellor of the Exchequer delivered his Autumn Statement in which he set out further details of spending plans in 2015/16.
- 12 He forecast that the deficit would start to reduce by 2016/17 (rather than 2015/16 as initially planned) and announced that the government will operate on the principle that departmental resource budgets will continue on the same trajectory in 2015-16 as over the period of the 2010 Spending Review and that the government will continue with its deficit reduction strategy of 80 percent being achieved through spending reductions and 20 percent through tax increases.
- 13 He announced that he intends to continue with the existing strategy of protecting funding for health, education and international development and that spending reductions of a further £6.6 billion are to be raised from cuts to administration budgets of government departments over the next two years.
- 14 On departmental expenditure, he announced that departmental resource budgets will be reduced by one percent in 2013-14 and 2 percent in 2014-15. This measure is expected to save £980 million in 2013-14 and £2.4 billion in 2014-15, which will be reprioritised to fund additional investment in infrastructure and support for businesses.
- 15 Local government will be exempt from the additional one per cent reduction in 2013-14 as local authority budgets have already been reduced by a comparable amount through the decision to allow local authorities to hold council tax down in that year, should they accept the government's council tax freeze grant which is based upon a one per cent uplift in council tax yield. Government is encouraging local authorities however, to invest in reform in order to deliver further savings by consolidating back offices and transforming service delivery as demonstrated by the 'Whole-place Community Budget' pilot. Local government will face a two percent reduction in 2014-15 in line with other government departments. The estimated impact on the council from this two per cent reduction is a further cut in funding of around £4.5 million.
- 16 On regional or local pay, the government published the report of the independent Pay Review Bodies on local pay and announced that they intend to accept the bodies' recommendations that there should be no new centrally-determined local pay rates or zones, but that there should be greater use of existing flexibilities. The Schoolteachers' Review Body recommends much greater freedom for individual schools to set pay in line with performance, a recommendation which the government intends to support. There will however be no centrally-imposed changes to the geographical structure of pay in the Civil Service.
- 17 In relation to business, the Chancellor announced a further one percent reduction in corporation tax from 2014 and the extension of small business

rate relief to April 2014. The tax rate for small companies is to be reduced to 20 percent and annual capital investment allowances are to increase from £25,000 to £250,000 to encourage capital investment.

- 18 In addition, the Regional Growth Fund is to continue with investment of a further £350 million.
- 19 The Chancellor also announced that in the next spending review, which is expected in the first half of 2013, he will outline details of how departmental budgets will be aligned to create a single funding pot for local enterprise partnerships to administer, in line with the recommendations of Lord Heseltine's Growth Review.
- 20 On infrastructure, he announced £5.5 billion of investment in road and rail improvements, new homes, the expansion of broadband in small cities, scientific research and further education and free schools and academies.
- 21 As reported to Cabinet on 19 December 2012, on welfare reform the Chancellor announced a further £3.7 billion is to be saved in the welfare budget in 2015-16, mainly through limiting the uprating of a number of benefits to one percent per year over the next three years.
- 22 On schools, the government intends to invest an additional £980 million in schools in England by the end of this Parliament. This will include enough funding for 100 new free schools and academies, as well as investment to expand good schools, in the areas experiencing the greatest pressure on places.
- 23 An additional £270 million will be spent on capital investment in further education colleges in England, £58 million of which will be re-directed from existing funds.

Local government settlement

- 24 On 19 December 2012, the Secretary of State for Communities and Local Government announced the annual settlement for local government for 2013/14 and 2014/15. The implications for the council are included in a separate medium term financial plan report on this cabinet agenda.

Local government finance

- 25 Since the last report to Members, the government has published a number of detailed documents relating to the introduction and management of local council tax support schemes.
 - a) *Localising support for council tax: Transitional grant scheme* (18 October 2012);
 - b) *Localising support for council tax: Explanatory note on re-stated default scheme universal credit provision* (29 October 2012);
 - c) *Localising support for council tax: Re-stated default scheme universal credit provisions* (29 October 2012).

- 26 To support the introduction of the local council tax support schemes, the government announced a new £100 million support scheme, for authorities who adopt schemes which comply with government criteria to protect low income households from excessive increases in their council tax liability in 2013-14. The scheme will also provide support to councils who wish to explore more sustainable approaches to minimising the financial impact on vulnerable taxpayers.
- 27 Applications for support need to be made by 15 February 2013, with payments made in March 2013. Because the council has agreed to protect all council tax benefit claimants in 2013/14, the council will qualify for £1.094 million from this grant allocation.
- 28 Following on from council tax freezes in the last two years, the Department of Communities and Local Government (DCLG) has made £450 million available to support a further freeze in 2013/14. The terms of the support grant are less favorable than in previous years, based on an increase of 1 percent (for a Band D equivalent property) as opposed to 2.5 percent in previous years. The government has also announced that the threshold at which a referendum would need to be held on a proposed council tax increase has been reduced from 3.5 percent last year to 2 percent in 2013/14.
- 29 The Local Government Finance Bill includes provisions that will allow a billing authority to charge an empty homes premium to provide a stronger incentive to get homes back into productive use. The application of the premium on long term empty homes of more than two years will be the responsibility of local authorities, who will be responsible for designing their own schemes. The government in its consultation '*Technical reforms to Council Tax- Determining the circumstances in which dwellings should not be liable to the empty homes premium*' has indicated that there are a number of categories (in addition to the current exemptions) which it believes should be exempt from any premium. These are:
- a) a dwelling which is genuinely on the market for sale or letting;
 - b) a dwelling which is the sole or main residence of a member of the armed forces, who is absent from the property as a result of such service;
 - c) an annex deemed unoccupied because it is being treated by the occupier of the main dwelling, as part of that main dwelling.
- 30 The government has also consulted on the '*Technical reforms to Council Tax- Empty homes premium- Calculation of council tax base*'. This consultation deals with the treatment of the empty homes premium in relation to the council tax base. The government believes that this approach would, if applied in line with the proposals in this consultation, see an increase in the council tax base, which would ease the financial pressure on councils and reduce the need to increase council tax to fund the provision of services.
- 31 In July 2012, the Government confirmed its intention to introduce local retention of business rates with effect from 1 April 2013 and published a technical consultation paper setting out how it might implement the scheme,

subject to the passage of the Local Government Finance Bill, which is expected to secure Royal Assent next month.

- 32 To enable business rates retention to be implemented for 1 April 2013, the government intends to make the necessary secondary legislation early in the New Year subject to parliamentary approval.
- 33 Cabinet agreed a local council tax support scheme for 2013/14 on 19 December 2012. The impact of the reforms to local government finance outlined above are considered in more detail in recent and forthcoming reports to Cabinet on the council's next medium term financial plan for 2013-17.

Welfare reform guidance

- 34 Since the last report to Cabinet, the government has made a number of announcements in relation to welfare reform, many of which relate to the changes to welfare and benefits which will come into effect in 2013:
- a) pilots and guidance and draft regulations relating to the introduction and operation of Universal Credit;
 - b) guidance and indicative funding allocations for 2012/13 to 2014/15 to replace the Social Fund;
 - c) proposed assessment criteria and guidance for Personal Independence Payments and policy proposals relating to the future of the Independent Living Fund;
 - d) consultation on Discretionary Housing Payments and proposals relating to the removal of subsidised rents from high income households living in subsidised social housing ('Pay to Stay');
 - e) Benefit Cap guidance for local authorities.
- 35 Cabinet considered a more detailed report on the various changes to welfare at its meeting of 19 December 2012.

New town and parish councils

- 36 In line with its policy to open up public services, on 31 October 2012 the government published '*Making it easier to set up new town and parish councils- discussion paper*', setting out its proposals to improve and simplify the process of setting up new councils.
- 37 Specifically, the government sought views on:
- a) amending guidance to improve the current process, by for example specifying a shorter timescale for considering a request to form a new town or parish council and setting out the terms of reference of a constitutional review, specifying what criteria and should be considered in a review and the balance between whole-area and community-specific considerations;
 - b) changing the law to:

- lower the threshold for a community governance review by halving the numbers required for a valid petition;
 - limit the scope of a local authority's consideration of issues in a community governance review, operating from the presumption that a parish council would be effective and convenient, unless consultees presented evidence to the contrary;
 - shorten the timescales for a community governance review to be undertaken, such that decisions are made within six months or nine to 12 months of receipt of a petition;
- c) making it easier for neighbourhood forums to start the process for creating a new parish council by removing the requirement for a designated neighbourhood forum which has had a neighbourhood plan passed at referendum, to submit a petition if it wanted to trigger a community governance review. Instead, it would just submit an application to the local authority in the same manner currently prescribed for a petition - setting out the area to be covered by the new parish council. This would trigger a community governance review in the same way as a valid petition.

38 Members considered the issue via the Constitution Working Group on 17 December 2012 and submitted a response to the consultation, highlighting the need to allow sufficient time for clear proposals to be developed for residents and electors to consider as part of community governance reviews.

English Baccalaureate

- 39 On 17 September 2012, the Secretary of State for Education announced proposals for amending Key Stage 4 qualifications from 2015 to introduce the 'English Baccalaureate' (Ebacc).
- 40 Whilst not a qualification in itself, the term 'baccalaureate' is applied to the achievement of GCSEs at grades A* to C across a core of academic subjects including English, maths, history or geography, the sciences and a language.
- 41 In the consultation document '*Reforming Key stage 4 qualifications*', the government proposes to move away from the current competition between different awarding organisations in the EBacc subjects and instead to appoint a single awarding body to deliver qualifications in each subject.
- 42 A consultation has also been launched on the characteristics and implementation of English Baccalaureate Certificates (EBCs). Once introduced, only EBCs will count towards the EBacc measure. Until EBCs are introduced in each subject, the qualifications that currently count towards the EBacc will continue to count. This may mean that a combination of EBCs in English, mathematics and sciences, and existing qualifications in history, geography and languages will count toward the EBacc measure during the phased transition to the new qualifications.

Baseline designs for schools

- 43 On 4 October 2012, the government published new information on baseline designs for schools, which were recommended initially in the '*Review of Education Capital*' in April 2011.
- 44 The baseline designs provide a set of standardised drawings and specifications for new school buildings which are to be applied across a range of educational facilities.
- 45 The designs are not mandatory, however local authorities and schools will not be able to spend more on a new build project, than the cost of the baseline specification or design.

Regional and economic growth

- 46 The government has made a number of announcements to stimulate regional and economic growth, which along with deficit reduction has become a key policy priority.

Regional Growth Fund

- 47 On 19 October 2012, North East England was awarded 25 projects and programmes in the third round of the Regional Growth Fund (RGF). The North East received the most awards of any region in the country, to the value of £105 million, which in financial terms was the second highest regional allocation in England.
- 48 In the North East Local Enterprise Partnership (NELEP) area, three programmes were allocated funding:
 - a) Seaham-based Let's Grow, which is led by Trinity Mirror North East, the Business and Enterprise Group and UNW chartered accountants, will offer grants of between £50,000 and £1 million to North East companies. It aims to create up to 2,000 jobs, at least 1,200 of which will be in the NELEP area;
 - b) Northumberland County Council's Arch Limited, for the South East Northumberland Business Growth Programme which has been developed in response to the closure of the Rio Tinto Alcan aluminium smelter in at Lynemouth;
 - c) An infrastructure fund managed by the North East LEP has been allocated £30 million to target projects with the greatest economic return. It aims to create at least 2,300 new jobs over 10 years.
- 49 Specific projects in County Durham which were allocated funding include:
 - a) Ebac Group of Newton Aycliffe, which will establish a new production facility to manufacture a range of domestic washing machines and refrigerators, creating more than 200 jobs;
 - b) Actem (UK) Limited of Peterlee which will invest in capital equipment to allow production of low level waste nuclear containers;

- c) Caterpillar Peterlee which will expand its manufacturing capacity of articulated trucks;
- d) CAV Aerospace of Consett which is investing in research and development and new production equipment;
- e) NSK Bearings Europe which will invest in new production lines, a new furnace and an extension to an existing warehouse, creating 45 jobs.

City Deals Round 2

- 50 On 29 October 2012, the Deputy Prime Minister invited 20 areas, including Sunderland and Tees Valley, to bid for City Deals. This follows the establishment of City Deals between the government and eight of the largest cities in England (including Newcastle) in summer 2012.
- 51 The deals allow cities and urban areas to take advantage of a number of tax and other incentives, designed to boost economic growth including the creation of new jobs and apprenticeships. However, the government is not guaranteeing that all cities will be able to secure a deal as part of this second wave. The 20 selected cities had until 15 January 2013 to submit a bid, outlining how they will meet a range of criteria including improved governance and greater private sector investment.

Business, Innovation and Skills Select Committee Review of Apprenticeships

- 52 The Business, Innovation and Skills Committee reported in early November 2012 on apprenticeships following an 11 month review. The report concludes that standards need to be improved and schemes need to be better monitored in order to provide the skills needed to boost economic growth. The government invested £1.2 billion in the apprenticeship programme, with 457,200 people starting training as an apprentice. However, the report states that there is room for improvement and recommends a number of reforms, including a clearer government policy on the purpose and goal of apprenticeships, as well as closer monitoring of their funding and effectiveness.
- 53 The report also recommends that the National Apprenticeship Service (NAS) should have a statutory responsibility to raise awareness of apprenticeships for students within schools, along with producing a robust methodology for valuing employers' contributions in future.

Local Transport Bodies

- 54 In September 2012, the government published '*Devolving local major transport schemes: Next steps*', setting out its approach to local transport funding, following consultation earlier in the year.
- 55 The government confirmed that in the future, funding for local major transport schemes would be allocated locally according to population on a per capita basis, with priorities for investment being decided by the newly established Local Transport Bodies, which will be made up of local transport authorities, local enterprise partnerships (LEPs) and others with a key interest. In making decisions on the use of the devolved funding, the local transport bodies will be

expected to demonstrate to local stakeholders and central government that the schemes they will carry forward, provide good value for money.

- 56 The earlier consultation set out an ambitious timetable for implementation, to which the government has confirmed it intends to adhere. This included a deadline of December 2012 for Local Transport Bodies to set out their proposals for governance, financial management and assurance frameworks, and April 2013 for them to publish an initial list of prioritised schemes for funding from 2015.
- 57 From 2015 onwards, the government will provide funding directly to the accountable bodies of each LTB. Currently no final details of the funding which will be available to the LTBs for the period 2015 to 2019 is available, although it has been estimated initially at about £1.1 billion. Given the uncertainty around levels of funding at this stage, in planning for future transport investment, the government has also advised that in developing a prioritised pipeline of schemes, it would be prudent for LTBs to make contingency plans for one third above or below their local planning assumption figure.
- 58 The Corporate Director of Regeneration and Economic Development has been working with other local authorities and strategic partners on the establishment of a LTB covering the North East LEP area.

Business, Innovation and Skills Retail Strategy

- 59 On 9 October 2012, the Department for Business, Innovation and Skills published the BIS retail strategy, to set out where the government feels it can support the retail sector at international, European, national and local levels.
- 60 At an international level, the government has identified growing markets, particularly for British and luxury products, and opportunities to help British retailers access them. In Europe, the strategy recognises a need to encourage greater coordination and regulation and increase confidence in e-commerce.
- 61 At national level, the government highlights the retail sector as a significant employer and aims to improve regulation in order to lower the costs and improve business conditions for retailers. The strategy also recognises the importance of research and design in the retail sector and aims to improve knowledge transfer within the retail sector as well as across to other business sectors.
- 62 At the local level, the strategy recognises that retailers need business support and better access to finance and information and re-iterates some of the outcomes of recent initiatives such as those from the 2011 Portas Review. It also sees a potential role for LEPs in understanding the role of the retail sector in their areas and supporting the retail sector alongside their other interests.

Lord Heseltine Review: 'No stone unturned in pursuit of growth'

- 63 On 31 October 2012, Lord Heseltine published *'No stone unturned in pursuit of growth'*, his review of economic growth in the country. His report sets out a comprehensive economic plan to improve the UK's ability to create wealth.
- 64 In all, the report makes 89 recommendations which aim to inject stability into the economy, create the conditions for growth and maximise the performance of the UK. At the heart of Lord Heseltine's proposals, are measures to rebalance responsibilities for economic development between central and local government, and between government and the private sector, in order to unleash the potential of local economies and leaders and enable every part of the UK economy to raise its game. Key recommendations include:
- a) the government to set out a clear and comprehensive national growth strategy (responsibility for which should lie with a designated minister) steered in its implementation by a National Growth Council;
 - b) from 2015/16, the creation of a five year single budget pot, worth £49 billion over 4 years or £59 billion over 5 years, bringing together central government budgets and funding streams for significant parts of skills, infrastructure, employment support, housing, regeneration and business support;
 - c) local enterprise partnerships should then develop their own tailored economic plans to compete for a share of the single national pot to support growth in their local area over a five year period, with government allocating £250,000 to each LEP over the next two years to do so;
 - d) the government should work with local authorities to identify and publish details of all surplus/derelict public land so that LEPs and local authorities can collaborate to bring this land back into use to support local economic strategy and priorities;
 - e) the Department for Business, Innovation and Skills (BIS) must set out a clear statement explaining how they and other government agencies will work with LEPs and the devolved administrations to better connect national strategy with local initiatives;
 - f) the government and the private sector should work together to strengthen the existing network of local Chambers of Commerce which should have an increased role, building a stronger relationship between businesses and LEPs in their area;
 - g) local authorities should have a new overarching legal duty to have regard to economic development in the exercise of all their activities and functions and should be required to collaborate on economic development;
 - h) the government should consider the effectiveness of Local Development Orders and extend their use after consultation and consider using Special Development Orders to speed up specific planning decisions of strategic significance;

- i) business engagement should be incorporated far deeper into the school curriculum and in all boards of governors in secondary schools;
- j) each LEP should incorporate skills needs within their local economic plans and all further education learning providers must consult and agree their provision with LEPs to ensure that the courses they offer to 16-18 year olds reflect local labour requirements;
- k) LEPs working with local authorities, employers and other local partners should develop proposals for reducing the number of young people not in education, employment or training (so-called NEETs) as part of their local economic plans.

65 In broad terms, the government has welcomed the thrust of Lord Heseltine's report and in his Autumn Statement, the Chancellor committed to establish the single funding pot and devolve more responsibilities to LEPs in the forthcoming spending review.

North East Independent Economic Review

66 Although not a government policy initiative, it is appropriate at this point to bring to Members' attention, the work commissioned by the North East Local Enterprise Partnership (NELEP), to produce a strategic review of the North East economy, targeting productivity and employment growth in the period to 2030.

67 The review will be chaired by Lord Adonis, former Secretary of State for Transport and Minister for Schools. Other members of the review board include Will Hutton, chair of the Big Innovation Centre and principal of Hertford College, Oxford, Heidi Mottram, chief executive of Northumbrian Water and member of the CBI's national infrastructure panel, Lord Curry, leading businessman and chair of NFU Mutual, Bridget Rosewell, economist and chair of Volterra Partners and the Right Reverend Justin Welby, the Bishop of Durham (up until his appointment as the Archbishop of Canterbury elect).

68 Alongside an assessment of the North East economy in European and global markets, the review will call for evidence on a number of cross-cutting themes including labour markets and skills, infrastructure and land markets, finance and capital markets, private and social enterprise and the role of government and public governance.

69 After a public debate on the evidence base, the review will call sector and regional experts as witnesses and produce its final report early this year. The intention is that the report will be submitted to the Deputy Prime Minister and other Cabinet colleagues. Its recommendations will identify those actions to be put in place by the North East LEP and others to be taken forward with regional and wider partners, and actions that require central government involvement and intervention.

70 The Leader of the council, the Cabinet portfolio holder for economic regeneration, the Chief Executive and the Corporate Director of Regeneration and Economic Development have contributed evidence to the review.

NHS and public health reform

- 71 The government continues to provide guidance in relation to NHS reforms in order to set out the detail on how the new NHS system will work. Regulations will be laid in January 2013 on how health and wellbeing boards will operate from April 2013 when they become statutory boards. The Department of Health has confirmed that health and wellbeing boards will be a committee of the local authority. Sub-committee structures will be a matter for local determination alongside the political proportionality of the health and wellbeing board membership. The council's Constitution Working Group will consider the issue and a more detailed report on the county's approach to health and wellbeing boards will be brought forward to Cabinet in March 2013.
- 72 Healthwatch England, the new national, statutory consumer champion for health and social care in England, was launched on the 1 October 2012. The body will provide patients and the public with a voice, to air their views, suggestions and concerns to health and social care organisations.
- 73 The NHS Commissioning Board has been formally established. In April 2013 it will take on its full range of responsibilities, and over the next six months will be assessing proposals for authorisation from over 200 new clinical commissioning groups (CCGs). The key aim of the NHS Commissioning Board is to secure the best possible health outcomes for patients.
- 74 In October 2012, the Department of Health published *'Directors of Public Health in Local Government – role, responsibilities and context'* to describe both the statutory and non-statutory elements of the role. The document also outlines arrangements that are designed to allow local authorities to have confidence in the director of public health appointments they make, and to build on their own good practice while meeting national requirements. Again, Cabinet will consider a report on the process for appointing a Director of Public Health at its meeting in March.
- 75 Ring-fenced funding for local authorities' new public health responsibilities were expected in December 2012 as part of the annual settlement, however along with the education settlement, these have now been delayed until January. The Department of Health has stated that the public health allocations will be based on the 2010/11 base spend position, as updated for clarification on the treatment of some services/costs (such as prescription charges) and that this would only change in exceptional circumstances.
- 76 The first Mandate between the government and the NHS Commissioning Board, setting out the ambitions for the health service for the next two years, was published on 13 November 2012. The Mandate reaffirms the government's commitment to an NHS that remains comprehensive and universal and that is able to meet patients' needs and expectations now and in the future.
- 77 The Mandate is structured around five key areas where the government expects the NHS Commissioning Board to make improvements:
- a) preventing people from dying prematurely;
 - b) enhancing quality of life for people with long-term conditions;

- c) helping people to recover from episodes of ill health or following injury;
- d) ensuring that people have a positive experience of care;
- e) treating and caring for people in a safe environment and protecting them from avoidable harm.

78 Cabinet and Scrutiny committees receive regular reports on recent developments in relation to NHS and public health reforms including progress nationally and locally. Further details on NHS reforms and the public health transition are the subject of separate reports on this agenda for Cabinet.

Social care reform

79 On 12 September 2012, Cabinet considered a detailed report on the Reforming Care and Support White Paper and the draft Care and Support Bill.

80 On 26 October 2012, the Department of Health set up a £300 million fund to provide new and modernised homes designed to meet the needs of older people and people with disabilities. Local authorities will be able to bid for money from the fund to build specially designed new homes and to modernise existing specialised housing to bring it up to standard. Over five years from 2013/14, £160 million capital funding will be made available by the Department of Health and this will be delivered through the Homes and Communities Agency (HCA). This funding may be supplemented by up to £80 million further capital funding in the first two years of the programme. From 26 October 2012 providers were able to bid for funding to develop affordable homes for older people and adults with disabilities or mental health needs. Bids have to be submitted to the HCA by Friday, 18 January 2013.

81 Measures within the Social Care and Reform White Paper will impact upon local authorities and NHS organisations as housing needs and resources will need to be considered when assessing the needs of their local area. Where needs are identified and prioritised, local commissioning plans should take account of these. The government will also work to ensure that people obtain timely support in securing appropriate home modifications. The draft Care and Support Bill will set out new duties to be placed on local authorities to ensure that adult social care and housing departments work together.

82 On 18 September 2012, the Department of Health launched a new programme to help provide more choice and higher quality of care and support services across the country. The aim of the Developing Care Markets for Quality and Choice (DCMQC) programme is to help local authorities build their capacity to shape a diverse, vibrant and high quality market for social care services. The programme will improve choice, provide tailored care and focus care on the outcomes that matter to people.

83 Following the Dilnot Commission's recommendations on social care funding, the government has stated that they agree with the principles of the Commission's model, financial protection through capped costs and that an extended means test would be the right basis for any new funding model. However, the government has said that there remain a number of important questions to be answered on any reformed system and feel unable to commit to introducing the new system at this stage. Instead, the government has

committed to work with the Official Opposition to consider various options for a reformed system before coming to a final view in the next Spending Review.

Open data and transparency

- 84 Following the publication of the '*Code of Recommended Practice for Local Authorities on Data Transparency*' in September 2011, Ministers launched a consultation on 25 October 2012 on '*Improving local government transparency*', which proposes to extend the Code and to make it a legal requirement via regulations.
- 85 As part of the proposals, the government wants to add further datastreams to the Code, including:
- a) Trade Union facility time - authorities should publish the amount spent on providing support and facilities to trade unions within their workforces, and specify which unions;
 - b) Parking charges - authorities should publish revenue from off-street parking charges, revenue from on-street parking charges, the number of off-street parking places, the number of on-street parking places, the revenue from parking fines and the number of free parking spaces available (in line with The Portas Review);
 - c) Any payments made to councillors from the public purse;
 - d) Corporate charge cards, credit cards or procurement cards - spending on goods and services made via these types of cards should be identified as payments to the underlying merchant/supplier, not spending on the card company itself.
- 86 The government also intends to set dates by which all authorities are expected to have reached the two star status and then the three star level of compliance as outlined in the Code.
- 87 The Assistant Chief Executive responded to the consultation and the government's response is expected later this year.

Reducing bureaucracy

- 88 On 19 November 2012, the Prime Minister gave a speech to the CBI Annual Conference in which he outlined further steps to reduce bureaucracy and speed up the machinery of government.
- 89 He outlined proposals to make it more difficult to mount judicial reviews of government policy decisions, reducing the time limit within which people can bring cases, charging more for reviews to prevent time-wasting and reducing the number of appeals allowed from four to two.
- 90 On consultations, he drew attention to the revised code of practice on government consultation, which has removed the recommendation that government should allow 12 weeks consultation on policies and proposals. Instead, Ministers are now allowed to decide how long a consultation should last, if one is needed at all.

- 91 He used equalities to highlight what he described as the ‘gold-plating’ of legislation, with supplementary reports and guidance, such as the requirement to produce equality impact assessments for every decision.
- 92 In future, he suggested that equality impact assessments would no longer be required, as long as equality issues have been properly considered while policy is made.

Police and Crime Commissioners

- 93 On 15 November 2012, elections for the new police and crime commissioners (PCCs) were held across England and Wales, with 41 police and crime commissioners elected. The role of police and crime commissioners is to ensure the policing needs of their communities are met as effectively as possible, bringing communities closer to the police, building confidence in the system and restoring trust.
- 94 In County Durham and Darlington, Ron Hogg was elected as PCC for the force area and has subsequently taken up his new post.

Consultations

- 95 Members have asked for an update on current and forthcoming consultation opportunities through which the council could help to shape government policy and an indication of where the council has submitted responses to consultations. Appendix 2 provides a summary of the main consultations announced by government since the last report to Cabinet and indicates where the council has submitted a response.
- 96 The council constantly monitors consultations and calls for evidence and officers consider opportunities to respond via the Improvement Planning Group which meets on a fortnightly basis.

Implications

- 97 The government’s policy proposals have many implications for the county and the council, its role and function and the way it works with and relates to local communities and strategic partners. Below, we provide a commentary against the strategic themes of the Council Plan and County Durham Sustainable Community Strategy.

Altogether better council

- 98 The announcement in the Autumn Statement that local government is to be exempt from the additional one percent reduction in departmental spending in 2013/14 acknowledges that local authorities have already been subject to spending reductions of that amount through government controls on council tax. The council may also be affected by reductions in grant from other government departments, which are subject to the additional two percent reduction in 2013/14.
- 99 The medium term financial plan report on this Cabinet agenda sets out the financial implications for the council following the government’s financial settlement announcement on 19 December 2012.

- 100 The council's medium term financial plan will also need to anticipate and respond to further spending reductions, when the Chancellor brings forward his next spending review in the first half of 2013. Although at this stage we do not know the detail, it is clear that if the Chancellor maintains his strategy of protecting health, education and international development, as he has suggested he will, spending will continue to be reduced in other areas including local government into 2017/18.
- 101 The confirmation that the government will not be moving forward with the introduction of regional pay is to be welcomed, given the significance of public sector employment to the North East economy. It should be noted however, that the government plans to limit future public sector pay awards to one percent, which is below the current rate of inflation.
- 102 The local Council Tax Support scheme agreed by Cabinet on 19 December 2012 will ensure that all groups of benefit claimants, and not just pensioners are protected from excessive increases arising from the move from central to local support.
- 103 As such, the council is eligible for support from the additional funding the government has made available to support local Council Tax Support schemes and we estimate that this may be worth £1.09 million to the county. To put this into context, the county lost £5 million arising from the 10 percent reduction in the national budget for Council Tax Benefit before responsibility was devolved to local councils.
- 104 The council responded to the government consultation on 'Localising support for council tax- council tax base and funding for local precepting authorities' as we have concerns that there would be unintended consequences for the authority if the proposals were adopted. The council has decided to help protect local parish and town council precepting authorities by passporting their share of the local council tax support scheme grant although in total they are financially worse off by over £400,000.
- 105 More broadly, the Institute for Fiscal Studies (IFS) has raised concerns regarding the late announcement of the new £100 million support grant, arguing that even with the extra grant, it will be difficult for most councils to design schemes that meet the criteria within the reduced funding intended for council tax support. The IFS has claimed that the scheme is designed to encourage councils to develop local support schemes which do not cut support as much as the funding reductions from central to local government, which in effect will leave local authorities to make up the shortfall from elsewhere in their budgets. The IFS has argued that it is difficult to reconcile this with a policy whose stated aim was to devolve responsibility.
- 106 It should also be noted that the Audit Commission and a wide range of local authorities have expressed concerns about the longer term financial sustainability of the scheme, when transitional support comes to an end.
- 107 This is a significant concern, which will compound the wider responsibilities and role the council is expected to take in the local implementation of the government's welfare reforms.

- 108 The proposals to simplify the process for creating town and parish councils are consistent with the government's open public services agenda and seek to speed up the creation of new town and parish councils by lowering support thresholds and limiting the criteria which can be considered in community governance reviews. As Members will be aware, the council has recently considered community governance reviews for two of the remaining unparished parts of the county and drew on this experience in responding to the consultation.
- 109 In relation to open data and transparency, the council is already working towards the principles in the 'Code of Recommended Practice for Local Authorities on Data Transparency' and work is underway to identify what further action the council may need to take to comply with the proposals set out in the latest consultation. It should be noted however, that the government is becoming ever more prescriptive in its transparency requirements, which is somewhat at odds with its stated commitment towards localism and recognising the general competence of local government.
- 110 This increase in prescription, is in stark contrast to the government's stance on the 'checks and balances' in the public policy decision-making process. The proposals to make it more difficult to challenge decisions judicially, to reduce and simplify requirements to consult and consider the impact of policy proposals, are intended to speed-up decision-making and to enable the government to take more decisive action. However, they may also allow the government and other public agencies to make and implement policy decisions with less scrutiny and challenge of the impact of their proposals.

Altogether wealthier

- 111 The five approved Regional Growth Fund projects in the county are to be welcomed and the county stands to benefit from the North East LEP's infrastructure fund and the Let's Grow programme, both of which may help to stimulate business growth and job creation.
- 112 Building on the establishment of a Rural Growth Network (NEFRAN) and a successful bid for financial assistance, which were supported by NELEP, Durham County Council is exploring opportunities to collaborate with neighbouring rural authorities to boost rural economic growth and identify whether additional government support is necessary.
- 113 With regards to City Deals, the council is working with Sunderland City Council and the NELEP to explore the opportunities that a second City Deal in the NELEP area may offer. At this stage it is unclear whether smaller cities will be invited to make bids in the future, however the county has a sound evidence-base and joined-up strategies should an appropriate opportunity arise to make a bid.
- 114 Although the full policy implications and impact of Lord Heseltine's growth review are not yet known, the emphasis on promoting economic growth by decentralising powers is to be welcomed. In many respects, the review could strengthen the argument for the role of local government, partnership working and placed based approaches in stimulating local economic growth. The council will therefore continue to work with partners across the North East LEP to maximise opportunities for the county and wider region.

- 115 The Council and County Durham Economic Partnership will support the North East Independent Economic Review, working with businesses and partners to ensure that Durham's perspectives, priorities and evidence base are fed into the review.

Altogether healthier

- 116 The Care and Support Bill has provided some clarity on the direction of government policy, but the key issue of the funding of social care within the context of an increasingly ageing population is yet to be addressed. National organisations including the Local Government Association and Association of Directors of Adult Social Services have expressed concerns about the lack of a clear commitment on funding for social care reform in particular, and that any proposals should fully take into account the wider financial constraints impacting on councils. There are still a number of regulations to be developed, which will provide the detail on how the social care reforms will be implemented.
- 117 The government continues to provide guidance and regulations in relation to the NHS reforms and rapid progress is being made to implement the Health and Social care Act 2012. A separate report on the agenda for Cabinet highlights the progress made nationally and locally.

Altogether safer

- 118 The election of the first Police and Crime Commissioner for the County Durham area is a significant development which will change the crime and community safety policy landscape in the county. The new commissioner will be responsible for a number of existing funding streams, currently managed by the council and Durham Constabulary, such as:
- a) the Community Safety Fund;
 - b) the Home Office element of both the Youth Justice Grant and the Drug Intervention Programme;
 - c) the Positive Futures grant;
 - d) Victim Support funding; and
 - e) the Basic Command Unit Fund.
- 119 The transfer of these funds will have implications for a number of existing projects and programmes in the county and the former Durham Police Authority has developed funding transition plans and options for the incoming Police and Crime Commissioner to consider.
- 120 The Leader of the council and senior Members and officers have met with the new Police and Crime Commissioner to discuss priorities and joint working through the Safer Durham Partnership, in advance of the commissioner setting his first police precept and budget in 2013/14.

- 121 In addition, the new Police and Crime Commissioner has been invited to join the board of the County Durham Partnership to facilitate partnership working with the council and other organisations in the county.

Altogether better for children and young people

- 122 Commentators have raised several concerns over the proposals for the new English Baccalaureate qualifications, as they will not include course work as part of the assessment, with greater emphasis being placed on final examinations. There is a concern that this may disadvantage those students that do not perform well in examinations and may limit the depth of understanding that students can develop on particular subjects, as self-directed learning is reduced. There may also be unintended consequences for some students for whom the new examinations are too challenging. The Secretary of State for Education has announced that special provision will be put in place for such students, such as being able to sit the examinations at a later age (17 or 18), or being able to leave education, with a detailed record of achievement as opposed to formal (examination-based) qualifications.
- 123 With regard to the baseline designs, which have been introduced following the cancellation of the national Building Schools for the Future programme, Members may wish to note that whilst the council would not be required to adopt and adhere to such designs, the specifications would provide the financial parameters for any new school build projects in the county. Currently, we have five new schools approved for re-building under the Priority Schools Building Programme and the design proposals will need to come within the cost constraints of the new baseline specifications, unless the council is prepared to fund higher cost designs.

Altogether greener

- 124 There have been relatively few significant policy announcements which affect this theme since the last report to Members.

Implications for partnership working

- 125 Given the scope, scale and pace of government reforms it is imperative that the council continues to work with partners to ensure that we work together to achieve the aims of the sustainable community strategy. This is particularly so in relation to stimulating economic growth and job creation, policing and community safety and health and social care, given the significant and profound nature of reforms in these areas and the emergence of new partners, with which the council will want to work.
- 126 The County Durham Partnership is currently in the process of reviewing its priorities as part of a refresh of the sustainable community strategy for the county. The refresh will take account of changing government policy and take on board changing local needs and priorities. A report on the review of the sustainable community strategy is expected to be brought to Cabinet in September this year.

Conclusions

- 127 Clearly, the various policy changes will have major implications for the council and the steps it is taking with partners to develop an 'altogether better Durham'. The council and its partners continue to analyse the impact that government policy is having on local communities and on our ability to deliver the sustainable community strategy. Wherever possible, we are working together to respond proactively to the government's policy changes.
- 128 Since the last report to Members, although there may have been minor changes in emphasis in some areas, the general direction of travel of government policy remains the same. A number of detailed documents and consultations have been released as the emphasis in government policy is switching from policy development to implementation. 2013 will be a key year as a number of government reforms, such as changes to local government finance, the reorganisation of the NHS and public health and changes to welfare, all take effect at points during the year.
- 129 The common themes of government policy around transparency, choice, community empowerment and more diverse patterns of public service provision are still evident. Although localism still features, Ministers have not refrained from issuing guidance or specifying how they expect local authorities to act on certain issues, for example the latest council tax 'freeze' offer and pronouncements in favour of weekly bin collections. In many respects, such advice or direction can be seen as reducing the ability of local authorities to determine local approaches to managing budget reductions in line with local priorities.
- 130 The government has continued to defend its approach to addressing the deficit, but the slow rate of economic growth has resulted in the Chancellor confirming that funding challenges will continue beyond the next election and that serious consideration will need to be given to further reducing spending on welfare in future years.

Recommendations

- 131 Members are recommended to note the contents of this report and the actions taken to anticipate and respond to the government's reforms.

Background papers

[Cabinet, 29 February 2012, Localism Act](#)

[Cabinet, 10 October 2012, Implications for Durham County Council of the Government's policy programme](#)

[Cabinet, 19 December 2012, Welfare reform update](#)

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Appendix 1: Implications

Finance – The decision to further reduce public spending on local government in 2014/15 by an additional two percent is expected to lead to a £4.5 million reduction for the council, which may also be affected by grant reductions from other departmental budgets. The transfer of funding to the new police and crime commissioner could impact on current projects and programmes, depending on his budget and priorities. The council is likely to benefit from the additional support for the introduction of local Council Tax Support Schemes, although the amount of funding the authority is likely to receive does not compare with the reduction in funding for Council Tax Benefit in the county arising from the initial 10 percent cut in the national budget. As part of the MTFP process, consideration will need to be given to the latest Council Tax freeze grant and the possible options open to the authority.

Staffing – The announcement that the government no longer intends to pursue the introduction of regional pay removes an element of uncertainty around pay, although it should be noted that future public sector pay increases are to be limited to one percent.

Risk – Individual assessments of the risks associated with specific policy proposals are undertaken as a matter of course in council project planning and management.

Equality and Diversity – Individual impact assessments are undertaken where the council changes or develops new policies as a result of government reforms or new legislation. It remains to be seen how the government intends to reconcile its pledge ‘to call time’ on impact assessments, while still requiring policy makers to take into account the potential impact of their policy proposals on particular groups and sections of society.

Accommodation – The baseline designs and specifications for schools will set the financial parameters for new school build projects in the county. The development of a range of standard designs, may however help to reduce design costs if the council works ‘off plan’ and adopts the standard designs.

Crime and Disorder – The election of the first police and crime commissioner for the county and the establishment of a police and crime panel to hold him to account will have implications for the funding of community safety activities and programmes.

Human Rights – No specific implications have been identified.

Consultation – The relaxation of the code of recommended practice on consultation, will impact on the council’s ability to inform government policy development.

Procurement – not applicable.

Disability Discrimination Act – not applicable.

Legal Implications – Increasingly, the government’s reforms are coming into effect with new statutory regulations and duties being placed on local authorities. The council considers the legal implications of all decisions it takes.

Appendix 2: Government consultations and calls for evidence

Category	Title	Government Department	Date released	Closing date	Summary	Council service planning to respond	Consultation response sent
Consultation	Review of the Coastal Access scheme - Invitation to comment	Natural England	05/09/2012	31/10/2012	Comment is invited on the Coastal Access Scheme which sets out how Natural England are working to create the England Coast Path. This review will be completed by March 2013, and a full public consultation will be held following the report.		
Consultation	Fees and Frequency Regulations 2013-14 - A consultation	Department for Education	05/09/2012	05/10/2012	This consultation seeks views on proposed changes to the Children's Homes Regulations 2001 and the Fees and Frequency of Inspections Regulations.	Children and Young People	
Consultation	The next phase: Our Consultation on our strategy for 2013 to 2016	Care Quality Commission	06/09/2012	06/12/2012	This consultation document sets out the CQC's strategic direction over the next three years.	Children and Adults Services	

Category	Title	Government Department	Date released	Closing date	Summary	Council service planning to respond	Consultation response sent
Consultation	Automatic enrolment earnings thresholds review and revision 2013-2014 - A consultation	Department for Work and Pensions	06/09/2012	17/10/2012	This consultation seeks views on possible revisions to the annual review of the automatic enrolment earnings trigger and the qualifying earnings band, and proposed rates for 2013-2014.		
Consultation	Technical reforms to Council Tax - Empty homes premium - Calculation of council tax base - A consultation	Department for Communities and Local Government	11/09/2012	22/10/2012	This consultation sets out the government's proposals on how the council tax empty homes premium is to be included in the calculation of the council tax base.	Resources	Yes
Consultation	HM Revenue and Customs: VAT - Exemption of higher education provided by for-profit providers - A consultation	HMRC	12/09/2012	05/12/2012	This consultation is a consideration of the case to extend the education exemption to for-profit providers of Higher Education.		
Consultation	Bus subsidy reform - A consultation	Department for Transport	13/09/2012	12/11/2012	This consultation seeks views on how the subsidy proposals set out in Green Light for Better Buses, published in March 2012, are to be implemented.	Regeneration and Economic Development	Yes

Category	Title	Government Department	Date released	Closing date	Summary	Council service planning to respond	Consultation response sent
Consultation	Welfare of animals at the time of killing - A consultation	Department for Environment, Food and Rural Affairs	13/09/2012	24/10/2012	This consultation seeks views on proposals to implement a Council Regulation on the protection of animals at the time of killing, in England, with effect from 1 January 2013.		
Consultation	Ending the employment relationship - A consultation	Department for Business Innovation and Skills	14/09/2012	23/11/2012	The consultation seeks views on ways to support the use of settlement agreements and changes to the compensatory award limit in unfair dismissal cases.		
Consultation	Employment Tribunal Rules - Review by Mr Justice Underhill	Department for Business Innovation and Skills	14/09/2012	23/11/2012	This consultation seeks views on recommendations in a review published on 11 July 2012 of the rules of procedure for employment tribunals		
Consultation	Environment Agency charges from 2013: A consultation	Environment Agency	14/09/2012	19/11/2012	This consultation seeks views on minor changes to the Agency's charges. This is due to new and emerging legislation called the Industrial Emissions Directive and phase III of EU Emissions Trading.		

Category	Title	Government Department	Date released	Closing date	Summary	Council service planning to respond	Consultation response sent
Consultation	Ofsted's complaint handling functions: Proposed improvements to policies - A consultation	Office for Standards in Education, Children's Services and Skills	17/09/2012	29/10/2012	This consultation seeks views on Ofsted's review of arrangements for the handling and investigation of concerns about their work and about the conduct of staff, as well as complaints received about schools.		
Consultation	The Financial Policy Committee's macro-prudential tools - A consultation	HM Treasury	18/09/2012	11/12/2012	Establishing the Financial Policy Committee within the Bank of England as a macro-prudential authority is a key element of the government's reforms to the UK's system of financial regulation, which will be enacted by the Financial Services Bill. This consultation seeks views on proposals for the Financial Policy Committee's direction-making tools.		
Consultation	Reforming Key Stage 4 qualifications - A consultation	Department for Education	18/09/2012	10/12/2012	This consultation sets out the government's plans to restore rigour and confidence to our examination system with the introduction of English Baccalaureate Certificates in English, maths, the sciences, history, geography and languages.		

Category	Title	Government Department	Date released	Closing date	Summary	Council service planning to respond	Consultation response sent
Consultation	Fuel poverty - Changing the framework for measurement	Department of Energy and Climate Change	18/09/2012	30/11/2012	This consultation seeks views on the government's proposed changes to the way fuel poverty is measured in England, setting out a proposal for a new definition of fuel poverty and the implications of any change in definition for the fuel poverty target.		
Consultation	Renewable Heat Incentive - Proposals for a domestic scheme - A consultation	Department of Energy and Climate Change	20/09/2012	07/12/2012	This consultation seeks views on proposals for a subsidy scheme aimed at helping households replace their existing fossil fuel-based heating systems with renewable-based ones.		
Consultation	Renewable Heat Incentive - Expanding the non-domestic scheme - A consultation	Department of Energy and Climate Change	20/09/2012	07/12/2012	This consultation seeks views on the government's plans to expand the current non-domestic Renewable Heat Incentive scheme.		
Consultation	Protocol on government intervention action on fire and rescue authorities in England	Department for Communities and Local Government	20/09/2012	15/11/2012	This consultation seeks views on guidance on statements of assurance for fire and rescue authorities in England and Protocol on government intervention action for fire and rescue authorities in England.		

Category	Title	Government Department	Date released	Closing date	Summary	Council service planning to respond	Consultation response sent
Consultation	Guidance on statements of assurance for fire and rescue authorities in England	Department for Communities and Local Government	20/09/2012	15/11/2012	This consultation seeks views on light touch guidance on statements of assurance for fire and rescue authorities in England.		
Consultation	Implementing Directive on combating late payment in commercial transactions - A consultation	Department for Business Innovation and Skills	20/09/2012	19/10/2012	This consultation seeks views on the UK's implementation of the Late Payment Directive. The Directive covers all debts incurred in commercial transactions. It applies to businesses and public authorities, whether the transactions are within the UK or effected across EU borders.		
Consultation	The new remand framework for children - Allocation of new burdens funding to local authorities - A consultation	Ministry of Justice	21/09/2012	16/11/2012	This consultation seeks views on funding proposals in relation to remands to youth detention accommodation.	Children and Adults Services	

Category	Title	Government Department	Date released	Closing date	Summary	Council service planning to respond	Consultation response sent
Consultation	Developing the culture of compassionate care: creating a new vision for nurses, midwives and care-givers - A consultation	Department of Health	21/09/2012	16/11/2012	This is an opportunity to help create a new strategy for nursing, midwifery and care-giving that embeds a culture of compassionate care.		
Consultation	Regulatory fees - have your say	CQC	25/09/2012	21/12/2012	This consultation looks at the long-term strategy for CQC fees and the changes proposed from 1 April 2013 to 31 March 2014.	Children and Adults Services	
Consultation	Fees for registered health and social care services - A consultation	Care Quality Commission	28/09/2012	21/12/2012	This consultation looks at the long-term strategy for the Care Quality Commission's fees and the changes they propose to make to them from 1 April 2013 to 31 March 2014.		
Consultation	Technical reforms to Council Tax - Determining the circumstances in which dwellings should not be liable to the empty homes premium - A consultation	Department for Communities and Local Government	28/09/2012	09/11/2012	This consultation seeks views on proposals on exceptions to the Premium - dwellings which may otherwise be liable for the Premium, but which are subject to circumstances which mean that it would not be appropriate for it to apply.	Resources	Yes

Category	Title	Government Department	Date released	Closing date	Summary	Council service planning to respond	Consultation response sent
Consultation	Claimant Count statistics for Universal Credit - A consultation	Department for Work and Pensions	03/10/2012	23/11/2012	This consultation is aimed at users of Claimant Count statistics.		
Consultation	Draft code of practice for youth conditional cautions - A consultation	Ministry of Justice	04/10/2012	11/11/2012	This consultation paper invites views from interested parties on the draft Code of Practice for Youth Conditional Cautions under Section 48 of the Criminal Justice and Immigration Act 2008 (that amends the Crime and Disorder Act 1998).	Children and Adults Services	
Consultation	Fair and transparent pricing for NHS services - A consultation	Department of Health	05/10/2012	21/12/2012	This consultation discusses the new arrangements for the National Tariff (covering the prices to be paid for NHS services) provided for in the Health and Social Care Act 2012. It should be considered alongside current consultations on a new licensing regime for NHS providers, and procurement regulations for NHS commissioners.		

Category	Title	Government Department	Date released	Closing date	Summary	Council service planning to respond	Consultation response sent
Consultation	Electricity market reform - Call for evidence by the National Grid	Department of Energy and Climate Change	10/10/2012	03/10/2012	This consultation calls for evidence to inform the analysis that the System Operator (National Grid) will provide to Government in 2013 to inform the first electricity market reform delivery plan.		
Call for Evidence	Shaping a UK agri-tech strategy - Call for evidence	Department for Business Innovation and Skills	11/10/2012	22/11/2012	This call for evidence seeks views and information that will help shape a Government strategy to promote UK economic growth and international development by making best use of the science and technologies relevant to agriculture.		
Consultation	e-Lending in libraries - A consultation	Department for Culture, Media and Sport	15/10/2012	06/11/2012	An independent panel calls for evidence to inform a review on how libraries should respond to the challenges and opportunities that new e-Book technology presents.		

Category	Title	Government Department	Date released	Closing date	Summary	Council service planning to respond	Consultation response sent
Consultation	Necessary Wayleaves regime - A consultation	Department of Energy and Climate Change	17/10/2012	28/11/2012	This consultation invites views from interested parties on possible reforms in England and Wales to the existing process for handling applications from electricity network operators for "necessary wayleaves" under Schedule 4 of the Electricity Act 1989.		
Consultation	Consultation on revision of fees payable for applications under Section 37 of the Electricity Act 1989	Department of Energy and Climate Change	17/10/2012	28/11/2012	This consultation invites feedback on changing the fees payable to the Government for applications under Section 37 of the Electricity Act 1989, which have not been revised since the Act was implemented in 1990.		
Consultation	Consultation on amendment to the threshold for high voltages overhead lines (electric lines above ground) in the Planning Act 2008	Department of Energy and Climate Change	17/10/2012	28/11/2012	This consultation is on a proposal to amend the threshold in the Planning Act 2008 that defines an electric line above ground as a "nationally significant infrastructure project" (NSIP).		

Category	Title	Government Department	Date released	Closing date	Summary	Council service planning to respond	Consultation response sent
Consultation	Communities and Local Government Committee to hold inquiry on the on the implementation of welfare reform by local authorities	House of commons	18/10/2012	14/12/2012	The Committee invites submissions from interested parties covering the progress made to date on the implementation of welfare reform by local authorities.	Assistant Chief Executive	Yes
Consultation	Changes to WaterSure as a result of the introduction of Universal Credit	Department for Environment, Food and Rural Affairs	18/10/2012	30/11/2012	This consultation seeks views on changes to WaterSure as a result of the introduction of Universal Credit. The consultation is aimed at water customers, organisations representing customers, water and sewerage companies.		
Consultation	Consultation on implementing employee owner status	Department for Business Innovation and Skills	18/10/2012	08/11/2012	This consultation seeks views on how Government should implement the new employment status, "employee owner". This status will give businesses greater choice about the contracts they can offer to individuals, whilst ensuring appropriate levels of protection are maintained.		

Category	Title	Government Department	Date released	Closing date	Summary	Council service planning to respond	Consultation response sent
Consultation	Consultation on national performers list for GPs, dentists and ophthalmologists	Department of Health	19/10/2012	14/12/2012	This consultation seeks feedback on the Department of Health proposal that, in future, there should be one national list of general practice doctors, dentists and ophthalmologists approved to provide NHS primary care services.		
Consultation	Consultation on how best to record crime outcomes	Home Office	19/10/2012	07/12/2012	This consultation seeks views on whether the way crime outcomes are recorded should be broadened to better reflect the work police officers do.		
Consultation	Consultation on new police pay review body launched	Home Office	24/10/2012	21/12/2012	This consultation seeks views on the Government's intention to establish an independent pay review body before the end of 2014, bringing police officers more in line with millions of other public sector workers.		
Consultation	Improving local government transparency: Consultation	Department for Communities and Local Government	25/10/2012	20/12/2012	Following the publication of the Code of Recommended Practice for Local Authorities on Data Transparency in September 2011, Ministers are now minded to make the Code a legal requirement via regulations, subject to consultation.	Assistant Chief Executive	Yes

Category	Title	Government Department	Date released	Closing date	Summary	Council service planning to respond	Consultation response sent
Consultation	Business Rates retention draft regulations - A consultation	Department for Communities and Local Government	25/10/2012	23/11/2012	This consultation invites comments on drafts of the key regulations that will underpin the business rates retention scheme.	Resources	Yes
Consultation	Consultation on proposed increases to contributions for members of the teachers' pension scheme and removal of regulations governing scheme valuations	Department for Education	26/10/2012	21/12/2012	This consultation seeks views on proposed increases to contributions for members of the teachers' pension scheme and removal of regulations governing scheme valuations.		
Consultation	Inspection of Sure Start Children's Centres - A consultation	Office for Standards in Education, Children's Services and Skills	29/10/2012	11/01/2013	This consultation seeks views on Ofsted's proposals for a revised framework for the inspection of Sure Start Children's Centres.	Children and Adults Services	
Consultation	Making it easier to set up new town and parish councils - Discussion paper	Department for Communities and Local Government	31/10/2012	09/01/2012	The Government wants to make it easier to set up new town and parish councils. This discussion paper presents a range of proposals that would help achieve this.	Resources	Yes

Category	Title	Government Department	Date released	Closing date	Summary	Council service planning to respond	Consultation response sent
Consultation	New safeguards to protect patients - Ensuring continuity of NHS services - A consultation	Department of Health	01/11/2012	31/01/2013	This consultation seeks views on new measures to protect the services that patients need, extending to NHS services provided by social enterprises and other companies.		
Consultation	Departmental advice on school attendance matters - A consultation	Department for Education	01/11/2012	31/12/2012	This consultation seeks views on revised guidance relating to pupil registers and attendance codes; the school day and year; and statutory guidance on education-related parenting contracts, parenting orders and penalty notices		
Consultation	Technical review of planning appeal procedures - A consultation	Department for Communities and Local Government	01/11/2012	13/12/2012	This consultation proposes changes to improve the planning appeals procedures.		
Consultation	Strengthening the NHS Constitution - A consultation	Department of Health	05/11/2012	28/01/2013	This consultation seeks views on proposals to strengthen the NHS Constitution.		
Consultation	Road user charging scheme regulations - A consultation	Department for Transport	05/11/2012	28/01/2013	This consultation seeks views on a proposal to provide for the fair and effective enforcement of road user charging schemes.		

Category	Title	Government Department	Date released	Closing date	Summary	Council service planning to respond	Consultation response sent
Consultation	Civil enforcement remedies - Extending the range of remedies available to public enforcers of consumer law - A consultation	Department for Business Innovation and Skills	05/11/2012	31/12/2012	This consultation seeks views on proposals to extend the range of remedies available to enforcers of consumer law.		
Consultation	Local Government Pension Scheme - Investment in Partnerships - A consultation	Department for Communities and Local Government	06/11/2012	18/12/2012	This consultation seeks views on how to remove the barriers preventing local government pension scheme funds from investing in infrastructure projects and proposes two clear options for change.		
Call for Evidence	Government to care homes sector: help us improve enforcement of regulation	Department for Business Innovation and Skills	06/11/2012	16/12/2012	The Government is asking the adult care homes sector to tell it how the enforcement of regulation can be improved.	Children and Adults Services	

Category	Title	Government Department	Date released	Closing date	Summary	Council service planning to respond	Consultation response sent
Consultation	Health Red Tape Challenge Launched	Department of Health	06/11/2012	11/11/2012	People are being invited to give their ideas on how to remove excessive burdens and reduce bureaucracy across the health and social care sector, to give health professionals more time to care for patients.	Children and Adults Services	
Consultation	Consultation on proposed amendments to individual pupil information prescribed persons regulations	Department for Education	06/11/2012		This consultation seeks feedback on proposals to amend regulations to enable the Department for Education to share extracts of data held in the National Pupil Database for a wider range of purposes than currently possible. Its aim is to maximise the value of this rich dataset.	Children and Adults Services	
Consultation	Strategic Environmental Assessment of the Revocation of the North East of England Regional Strategy: Environmental Report - A consultation	Department for Communities and Local Government	07/11/2012	10/01/2013	This Environmental Report is a consultation document on the likely significant environmental effects of revocation of the North East of England Plan and the Regional Economic Strategy (which together form the Regional Strategy).		

Category	Title	Government Department	Date released	Closing date	Summary	Council service planning to respond	Consultation response sent
Consultation	Consultation on draft legislation on ethnicity and fostering for adoption	Department for Education	08/11/2012	30/11/2012	This consultation invites feedback on the 2 draft clauses laid before Parliament on 7 November 2012 for pre-legislative scrutiny by the Select Committee on Adoption Legislation.		
Consultation	Department for Transport: Examining the speed limit for heavy goods vehicles over 7.5 tonnes on single carriageway roads - A consultation	Department for Transport	09/11/2012	01/02/2013	This consultation seeks views on the effects on the economy, environment and road safety if speed limits were raised for heavy goods vehicles over 7.5 tonnes on single carriageway roads.		

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Cabinet

16th January 2013

**Overview and Scrutiny Review :-
Reducing the Council's Carbon
emissions.**



Report of Lorraine O' Donnell, Assistant Chief Executive

Purpose of Report

- 1 To present a report from the Council's Environment and Sustainable Communities Overview and Scrutiny Committee that looked at the Council's approach to reducing carbon emissions (the report is attached at appendix 2).

Background

- 2 The work programme of the Environment and Sustainable Communities Overview and Scrutiny Committee reflects the five objectives set out in the 'Altogether Greener' section of the Council Plan 2012 – 16. One of these objectives is to mitigate the impact of climate change which will reduce CO₂ emissions in County Durham.
- 3 As a local authority, Durham County Council is well placed to drive and influence carbon emission reductions through the services it delivers and its regulatory and strategic functions and it has been part of the Local Authority Carbon Management Programme since 2009.
- 4 The Environment and Sustainable Communities Overview and Scrutiny Committee at its meeting on 9th July 2012 agreed to undertake a review of the Council's Carbon Management Programme to assess whether the Council is on course to:
 - a. Reduce CO₂ emissions by a minimum of 40% from the Council's 2008/09 baseline of 105,816 tonnes by 2015.
 - b. Deliver savings in energy costs of at least 20% against business as usual predictions by 2015.
 - c. Quantify the direct carbon emissions from the Council's activities and allocate ownership of those emissions to Service Groupings and services by 2012 to allow emissions reduction targets and carbon budgets to be included in Service Plans and monitored by 2013.
 - d. Create a 'low carbon culture' within the Council by raising awareness, providing formalised training and gaining support from staff and senior management.

- 5 The Committee has considered the Council's Carbon Management Programme, its carbon emissions since 2008/09 and comparisons with other local authorities, energy costs, the capital projects being developed and implemented to help save energy and reduce emissions, the eco-champions network to promote environmentally positive behaviour, the school carbon reduction programme and the progress being made with regard to Service Groupings taking responsibility for their own emissions.

Service Response

- 6 The report has been considered by the Council's Regeneration and Economic Development Service Grouping and the following comment has been received:

'The report reflects very well the positive work that is being undertaken at corporate level.'

Recommendation

- 7 That Cabinet notes the recommendations in the attached report (appendix 2) and formulates a response within the six month period identified in the report for systematic review of the recommendations.

Contact: Feisal Jassat, Overview and Scrutiny Manager Tel: 03000 268139
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IMPLICATIONS

Finance – Prudential borrowing is used to undertake a number of 'invest to save' schemes. Priority is currently being given to those projects which offer the best return on investment. As more projects are delivered typical pay back periods will increase.

Staffing – All staff need to be made aware of the Council's carbon reduction targets, the financial impact of energy use and the savings that can be made by using energy more effectively.

Risk – If projects referred to the report were not undertaken, the Council's energy costs will increase.

Equality and Diversity / Public Sector Equality Duty – An equality impact assessment has been undertaken in respect of the Scrutiny Review recommendations and is attached at Appendix 3.

Accommodation – Offices are becoming more energy efficient, which will lead to improvements to the internal environment.

Crime and Disorder – none

Human Rights – none

Consultation – none

Procurement – Procurement undertaken in accordance with the Council's Corporate Strategy for Commissioning and Procurement.

Disability Issues – Any disability impacts have been considered through the Equality Impact Assessment which has been undertaken

Legal Implications – The UK Government has prepared legislation and targets for reducing carbon emissions.

Council must comply with the Carbon Reduction Commitment (CRC) Energy Efficiency Scheme - a mandatory carbon emissions trading scheme, which commenced in 2010 and applies to almost all local authorities as well as many private companies.

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Environment and Sustainable Communities Overview and Scrutiny Committee

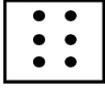
Reducing the Council's Carbon Emissions Scrutiny Review



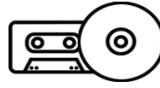
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Section One - Foreword



Lowering carbon emissions to reduce the impact of global warming is one of the Council's key objectives.

Since May 2009 Durham County Council has been part of the Local Authority Carbon Management Programme which assists councils in saving money on energy whilst making a positive contribution to protecting the environment.

In April 2010, the Council published a five year Carbon Management Plan which commits the Council to the challenging target of reducing the carbon emissions from its own activities by a minimum of 40% by 2015.

As the Council is now midway through its Carbon Management Programme, the Environment and Sustainable Communities Overview and Scrutiny Committee has undertaken a review to assess whether the Council is on course to:

- reduce the carbon emissions from its own activities by 40% by 2015,
- deliver savings in energy costs,
- include carbon budgets in its Service Plans and
- create a 'low carbon culture' within the Council

The report concludes with a number of recommendations for consideration by the Council's Cabinet.

I would like to thank all those who gave evidence, my County Councillor colleagues, together with co-opted representatives who worked with me on this scrutiny review, and finally the officers, who supported and advised the Review Group.

Councillor Dan Myers
Chair

Environment and Sustainable Communities Overview and Scrutiny Committee –
Reducing the Council's Carbon Emissions Scrutiny Review Group

Section Two - Executive Summary

- 1 Cutting carbon emissions to mitigate the impact of climate change is a key objective in the Altogether Greener Section of the Council Plan 2012-16. As a local authority, Durham County Council is well placed to drive and influence emission reductions through the services it delivers and its regulatory and strategic functions. The Council has been part of the Local Authority Carbon Management Programme since May 2009, and has through its Carbon Management Plan, committed to reducing the carbon emissions from its own activities by a minimum of 40% by 2015.
- 2 The scrutiny review was undertaken to assess whether the Council is on course to meet the following targets and objectives included in its Carbon Management Programme:
 - a. To reduce CO₂ emissions by a minimum of 40% from the Council's 2008/09 baseline of 105,816 tonnes by 2015.
 - b. To deliver savings in energy costs of at least 20% against business as usual predictions by 2015.
 - c. To quantify the direct carbon emissions from the Council's activities and allocate ownership of those emissions to Service Groupings and services by 2012 to allow emissions reduction targets and carbon budgets to be included in Service Plans and monitored by 2013.
 - d. To create a 'low carbon culture' within the Council by raising awareness, providing formalised training and gaining support from staff and senior management.
- 3 The Review Group has considered the Council's Carbon Management Programme, its carbon emissions since 2008/09 and comparisons with other local authorities, energy costs, the capital projects being developed and implemented to help save energy and reduce emissions, the eco-champions network to promote environmentally positive behaviour, the school carbon reduction programme and the progress being made with regard to Service Groupings taking responsibility for their own emissions.
- 4 It found that the Council was currently midway through its five year Carbon Management Programme and during those years has focussed its attention on building the foundations on which to reduce emissions in the future. It has reduced carbon emissions from its own activities by 9% from its 2008/09 baseline of 105,816 tonnes, against a target of 14% for the period. Emissions have decreased each year, and when compared with other local authorities in the north east, the Council is performing well. Unfortunately, the cold weather experienced during the past few years has slowed the CO₂ emission reduction nationally.
- 5 As a result of the Carbon Management Programme and the associated reductions in energy usage, (including the closure of buildings under the accommodation strategy) the Council has avoided more than £2.75 million in notional additional energy costs in 2011/12, when compared to business as usual which assumed that usage increased year on year since 2009. Despite financial pressures, the Council is continuing to develop and undertake, through prudential borrowing, a number of

'invest to save' schemes, such as the Building Energy Efficiency Retrofits and the installation of biomass boilers, solar panels and an evaporative cooling system. These schemes will significantly reduce future energy consumption and carbon emissions. Priority is currently being given to those projects which offer the best return on investment, however as more projects are delivered typical pay back periods will increase.

- 6 A number of initiatives are currently being trialled or investigated in relation to street lighting such as dimming, trimming and switching off and an invest to save has been developed to retrofit or replace as deemed necessary, 41,000 lights with LEDS and include them in a centrally managed system to save in the region of 7,500 tonnes of carbon per year. The business case for this project was approved by Cabinet at its meeting on 12th December 2012. Members acknowledged that the bid would make a significant contribution to meeting the 40% carbon reduction target, however they requested that ward councillors be provided with information on any street lighting trial /scheme in their area as they were often the first port of call for queries or concerns from residents.
- 7 An Eco-Champions network has been established to raise awareness of how everyone can reduce carbon emissions through simple changes in working practices, and training on CO₂ reduction now forms part of the Council's staff induction programme, however it is important that existing staff receive training. Reducing the Council's business mileage and office energy consumption are two areas which the champions are currently focussing on.
- 8 In relation to business travel, the Council has set itself the target of reducing car business mileage by at least 10% in the current financial year. It is also looking to implement a Grey Fleet Policy and undertake a multi-skilling training programme for repairs and maintenance employees, which would reduce the amount of travelling between sites. Neighbourhood Services Service Plan also includes reviewing the possibilities for moving to alternative powered vehicles and providing fuel efficient pool vehicles at major depots. The Council is currently encouraging the use of both private and pool bicycles. In May 2012, it published a cycling for business policy and guidance. Officers who use their own cycles are able to claim a mileage allowance of 15p per mile. Making more use of innovative technology such as skype and telephone conferencing, and promoting the availability of 'hot desks' at council offices throughout the county, could also help to reduce business mileage.
- 9 Schools in the County account for approximately 54% of the emissions from Council buildings. Although the Council does not have direct control over the energy used in the county's schools and academies, all their carbon emissions are included within the scope of the Carbon Management Programme. The Council is currently also responsible for their carbon footprint through the Carbon Reduction Commitment (CRC) Energy Efficiency Scheme (a mandatory carbon emissions trading scheme, which commenced in 2010 and applies to almost all local authorities as well as many private companies). However, reforms to the scheme were published in December 2012, which include withdrawing all state funded schools in England from the scheme.
- 10 With regard to energy consumption in new school buildings, the Council has achieved an outstanding BREEAM (British Research Establishment Environmental

Assessment Method) rating in respect of Brandon and Esh Winning Primary schools; the most sustainable buildings in the Council's property portfolio and a 'first' nationally.

- 11 In line with the Council's Carbon Management Plan, all Heads of Service are now responsible for reducing emissions from their service. All Service Groupings list actions aimed at reducing the Council's carbon emissions in their 2012 -16 Service Improvement Plans, and for 2013/14 they will have carbon budgets for car business mileage and fleet mileage. The Service Improvement Plans for 2013 – 17 will also include targets and actions to reduce carbon emissions. The service plan actions are currently monitored corporately, on an exception basis, as part of the Council's quarterly performance reporting process. However, both the Carbon Management Programme Board and the Council's Environment and Sustainable Communities Overview and Scrutiny Committee need to receive regular detailed information on the progress being made.

Recommendations

- 12 Members of the Environment and Sustainable Communities Overview and Scrutiny Committee noted the work being undertaken to meet the targets and objectives set out in the Council's Carbon Management Plan and recommended the following:
- a) That Cabinet notes the importance of a corporate and co-ordinated approach in relation to reducing carbon emissions. This approach is facilitated through the Council's Carbon Management Programme Board and in order to continue to fulfil this function, Service Groupings should proactively engage with the Board to ensure a joined up and planned approach.
 - b) That in view of the recent increases in energy prices, the Council /Cabinet continues to explore opportunities to 'invest to save' that will result in significant reductions in energy consumption and carbon emissions and ultimately lead to savings and efficiencies. Consideration also needs to be given to whether schemes should be undertaken that provide the opportunity for large scale carbon reduction, but do not meet the usual financial pay back criteria.
 - c) That the Council's Elected Members be provided with detailed information on any trials/schemes in relation to street lighting in their area, prior to residents being notified.
 - d) That the drive to recruit more Eco Champions to promote simple energy saving changes continues, and that consideration be given to the possibility of providing Elected Members with information on the Council's Carbon Management Programme, as part of the corporate induction programme and seeking volunteers from Elected Members to act as Eco Champions.
 - e) That in relation to the need to reduce business travel, consideration be given to making more use of innovative technology such as skype, telephone conferencing, video conferencing and promoting the availability of 'hot desks' at council offices throughout the county.

- f) That the Committee continues to monitor the progress being made to achieve the Council's carbon reduction targets through the current quarterly performance monitoring reports and receives regular updates by members of Council's Sustainability, Carbon and Climate Change Team and Carbon Management Programme Board.
- g) That all staff and Elected Members be made aware of the Council's carbon reduction targets, the financial impact of energy use and the savings that can be made by using energy more effectively. This could be achieved through training sessions and the Council's performance appraisal scheme – focussing on staff actions/achievements that protect the County's environment and mitigate the effects of climate change.
- h) That a systematic review of the report and progress should be undertaken six months after its consideration by Cabinet.

Section Three - Remit of Review / Methodology

Rationale

- 1 The work programme of the Environment and Sustainable Communities Overview and Scrutiny Committee reflects the five objectives set out in the 'Altogether Greener' section of the Council Plan 2012 -16. One of these objectives is to mitigate the impact of, and adapt to climate change which will reduce CO₂ emissions in the County Durham.
- 2 There is very strong evidence that the global climate is changing and warming will continue over the next century. The majority of climate scientists are of the view that much of the observed increases in global temperatures and the rising sea levels in recent decades are caused mainly by the human induced emissions of greenhouse gases.
- 3 As a local authority, Durham County Council is well placed to drive and influence emission reductions through the services it delivers and it has been part of the Local Authority Carbon Management Programme since 2009.
- 4 The Programme assists councils in saving money on energy, whilst making positive contribution to the environment by lowering their carbon emissions. It has involved the Council working closely with consultants from the Carbon Trust to establish a baseline position for the emissions from council functions and develop a 'Low Carbon Strategy for County Durham' and a 'Carbon Management Plan'. The latter commits the Council to reducing the carbon emissions from its own activities by a minimum of 40% by 2015 and sets out the actions to be undertaken between 2010 and 2015 to achieve this very challenging target.
- 5 The Committee at its meeting on 9th July 2012 agreed to review the work being undertaken by the Council reduce the carbon emissions from its own activities.

Objective

- 6 The objective of the review is to assess whether the Council is on course to meet the following targets and objectives included in its Carbon Management Programme:
 - To reduce CO₂ emissions by a minimum of 40% reduction from the Council's 2008/09 baseline of 104,000 tonnes by 2015.
 - To deliver savings in energy costs of at least 20% against Business as Usual predictions by 2015.
 - To quantify the direct carbon emissions from the Council's activities and allocate ownership of those emissions to Service Groupings and services by 2012 to allow emissions reduction targets and carbon budgets to be included in Service Plans and monitored by 2013.

- To create a 'low carbon culture' within the Council by raising awareness, providing formalised training and gaining support from staff and senior management.

Savings in CO₂ that count towards the Carbon Management Plan include savings arising from:

- Reductions in energy consumption as a result of better practices, improvements in efficiency of plant and equipment or using alternative sources of fuel.
- Renewable energy generation, where the energy is used on the site where it is produced, including when Feed in Tariff or Renewable Heat Incentives are claimed – biomass boilers, wind turbines, solar panels etc

Focus

7 The Group considered the following:

- Drivers for carbon reduction - legislation and incentives such as the Climate Change Act 2008, Mayors Covenant, CRC Energy Efficiency Scheme, Feed in Tariff and Renewable Heat Incentive, European Energy Performance of Building Directive, Energy Efficiency Plan 2011 and the report of the Committee on Climate Change – 'How local authorities can reduce emissions and manage climate risk '
- Council's current level of carbon emissions and energy costs.
- Council's Carbon Management Plan, the use of a carbon emissions toolkit and the introduction of carbon budgets in Service Plans from 2013.
- Capital projects such as Building Energy Efficiency Retrofits (BEER), installation of solar panels on Council buildings and biomass boilers and the evaporative cooling system in the Council's data centre.
- Street Lighting – the work being undertaken to reduce energy costs and carbon emissions through expanding the centrally managed system and the introduction of LEDs.
- Eco Champions Programme, launched in 2010, to educate and train building users to reduce the energy which is wasted by leaving lights and computers switched on.
- Carbon reduction in schools and the role of school carbon reduction officers.

Approach / methodology

- 8 The information for the review was gathered using the following methods:
- Evidence from the Sustainability, Carbon and Climate Change Team, Street Lighting Engineer and Eco Champions.
 - Reports/research by Overview and Scrutiny Officer.

Timescale

- 9 The review commenced in September and concluded in December 2012

Membership of the Review Group

- 10 Members of the Review Group were:

Councillor D. Myers (Chair)
Councillor B. Graham (Vice-Chair)

Councillors J. Alvey, J. Armstrong, E. Bell, R. Crooks, D. Farry, J. Gray, D. Hancock, G. Holland, E. Huntington, P. May, J. Moran, J. Rowlandson, W. Stelling, P. Stradling, Allen Turner, J. Wilson, M. Wood, C. Woods and S. Zair

Co-opted Members:

Mr. D. Bell, Mr. T. Bolton, Mr. D. Easton, Mr. O. Graham, Mr. D. Kinch and Mrs. P. Spurrell

Project Support Officers

- 11 The following officers supported the Review Group during the course of its investigations:

Feisal Jassat – Overview and Scrutiny Manager
Gillian Garrigan – Overview and Scrutiny Officer
Jocasta Lawton – Senior Democratic Services Officer

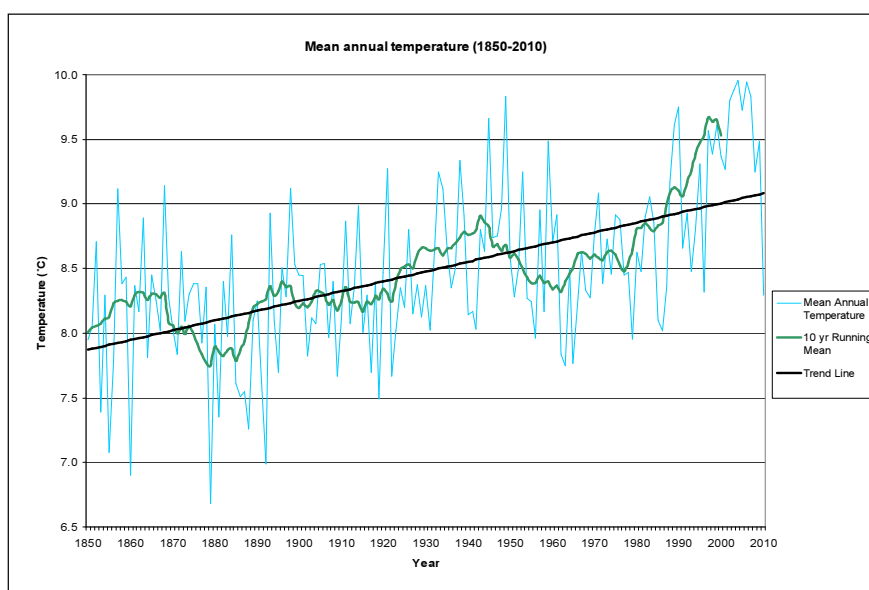
Section Four - Evidence

Drivers and Incentives for Carbon Management

- 12 There are a number of drivers and incentives for the Council's Carbon Management Programme.

Environmental Drivers

- 13 In scientific literature, there is a strong consensus that global surface temperatures have increased in recent decades, leading to more severe weather events - floods, droughts and storms and the trend is caused mainly by human-induced emissions of greenhouse gases. A formerly sceptical climate scientist Prof R. Muller who leads the 'Berkley Earth Project' has recently concluded that global warming was real and that humans were entirely the cause.
- 14 The graph below shows that the mean average temperatures for Durham City have risen since 1850. The information used to produce the graph was extracted from records kept at Durham University Observatory. It shows a positive correlation between carbon dioxide emissions and temperature and matches national trends showing that warming is occurring.



Local Drivers

EU Mayors Covenant

- 15 In 2009 Durham County Council along with the other 11 authorities in the North East became signatories to the EU Mayors Covenant. The Covenant is the mainstream European movement involving local and regional authorities, voluntarily committing to increase energy efficiency and use of renewable energy sources on their territories. By their commitment, Covenant signatories aim to meet and exceed the European Union 20% CO₂ reduction objective by 2020.



Sustainable Community Strategy for County Durham 2010 – 2030 and Council Plan 2012-16

- 16 Both documents identify the need to undertake actions to mitigate the impact of and adapt to climate change which will reduce the level of greenhouse gas emissions in County Durham.

County Durham Climate Change Strategy

- 17 This strategy sets out the vision and objectives of the County Durham Partnership that will take the Council to a low carbon County and help to meet the challenges posed by changes to the climate. It provides a framework to ensure that all future strategies and action plans of the Council and its partners embed climate change and sustainability actions throughout. The strategy has seven key themes that are essential in creating a low carbon and resilient County.

National Drivers / Incentives

Climate Change Act 2008

- 18 The Climate Change Act set legally binding targets to reduce greenhouse gas emissions by at least 34% by 2020 and 80% by 2050, against a 1990 baseline. It introduced a system of carbon budgets, which provide legally binding limits on the amount of emissions that may be produced in successive five-year periods, beginning in 2008. The Act established an independent body, the Committee on Climate Change (CCC), which advises the government on carbon budgets and monitors progress in meeting them in an annual report.

Feed-in Tariffs Scheme

- 19 The Feed-in Tariffs (FITs) scheme, introduced on 1 April 2010, under powers in the Energy Act 2008, is designed to promote the take up of small scale low carbon electricity technologies by the public and communities, to help to meet the UK's renewable energy target. The scheme covers the following electricity-generating technologies up to an installation size of 5 MW: solar electricity (PV) (roof mounted or stand alone), wind turbine (building mounted or free standing), hydro electricity, anaerobic digestion and micro combined heat and power (micro CHP). The tariffs available vary depending on when the technology was installed.

Carbon Reduction Commitment (CRC) Energy Efficiency Scheme

- 20 The above is a mandatory carbon emissions trading scheme, which commenced in 2010 and applies to almost all local authorities as well as many private companies. Under the scheme, the Council is required to report its carbon emissions and then purchase carbon allowances to cover the emissions generated. The number of allowances available reduces each year in line with government targets, pushing up the cost of allowances as supply decreases and encouraging reductions in energy use. One CRC allowance equals one tonne of carbon dioxide (CO₂). For 2011/12 and 2012/13, it is £12 per tonne. The more energy efficient the Council can become the less it will have to pay.

- 21 Since receiving evidence for the review, the Department of Energy and Climate Change announced on 10th December 2012 that the CRC Energy Efficiency Scheme will be dramatically simplified from 1st June 2013, subject to Parliamentary approval, to save participating businesses and public sector organisations millions of pounds in administrative costs. The reforms to the scheme include reducing the number of fuels that participants have to report from 29 to 2 – electricity and gas for heating and withdrawing all state funded schools in England from CRC participation.
- 22 The Government's independent adviser the Committee on Climate Change, estimates that a carbon price of £30 per tonne of carbon dioxide in 2020 and £70 in 2030 would be required to meet the target of reducing carbon emissions by 80% by 2050, compared with 1990 levels.

Renewable Heat Incentive (RHI)

- 23 The Renewable Heat Incentive encourages the uptake of renewable heat by providing long term financial support to renewable heat installations. In the first phase, tariff support is available to non domestic renewable heat generators and producers of biomethane for 20 years. Non domestic includes businesses, public sector, charities, not for profit organisations and industry. Each technology has a different tariff level, which determines how much support is provided per unit of eligible heat generated, or biomethane produced. The technologies included in the scheme are: biomass boilers, solar thermal, ground source heat pumps, water source heat pumps, on-site biogas combustion, deep geothermal, energy from municipal solid waste and injection of biomethane into the grid.

The Carbon Plan 2011- Delivering our low carbon future

- 24 The Carbon Plan published in December 2011, sets out the Government's plans for achieving the emissions reductions committed to in its first four carbon budgets. Part 2 of the Plan includes the following targets:
- To reduce greenhouse gas emissions by 29% by 2017, 35% by 2022 and 50% by 2027.
 - To insulate all cavities and lofts where practical by 2020
 - By 2030 between 1 – 3.7 million additional solid wall installations and between 1.9 – 7.2 million other energy efficiency installations
 - By 2030, 1.6 – 8.6 million building level low carbon heat installations such as heat pumps
 - By 2050 emissions from UK buildings to be close to zero.

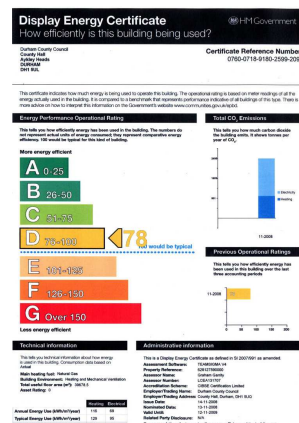
Climate Local initiative launched

- 25 Climate Local is a new initiative led by local government to drive, inspire and support council action on climate change. It succeeds the Nottingham Declaration on Climate Change and offers a framework that can reflect local priorities and opportunities for action. It supports councils' efforts to reduce carbon emissions and improve their resilience to the anticipated changes in the climate.

External Regulation

European Performance of Building Directive (EPBD)

- 26 The Energy Performance of Buildings Directive, adopted by the EU on 19th May 2010, is the main legislative instrument to reduce the energy consumption of buildings. This directive repealed and replaced the *EPBD 2002* from 1 February 2012.
- 27 Under the new directive, Member states must set and apply minimum energy performance requirements for new buildings and existing buildings that are undergoing major renovation and require the regular inspection of boilers and air conditioning systems in buildings.
- 28 New domestic building and schools in the UK have to be zero carbon in use by 2016, new buildings owned or occupied by the public sector must comply by 2018 and other non domestic buildings by 2019.
- 29 Energy performance certificates must be displayed in buildings over 500 sq m (instead of 1000 sq m under the *EPBD 2002*) that are occupied by public authorities and frequently visited by the public. This threshold will decrease to 250 sq m on 9 July 2015. Energy performance certificates must also be displayed in private buildings over 500sq m that are frequently visited by the public.



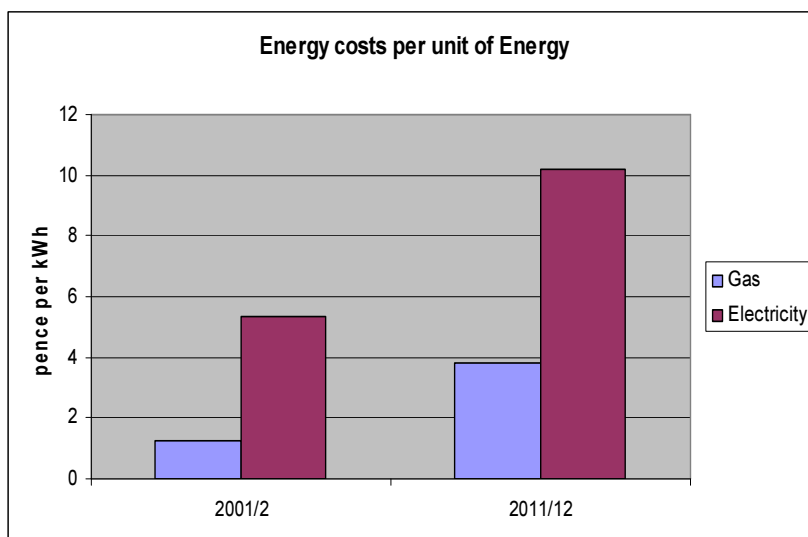
European Energy Efficiency Plan 2011

- 30 The Energy Efficiency Plan, adopted by the EU on 8th March 2011, aims to promote an economy that respects the planet's resources, implement a low carbon system, improve the EU's energy independence and strengthen the security of energy supply. The Plan emphasises the necessity to implement the means for reducing final energy consumption in buildings as this sector is responsible for almost 40% of the final energy consumption in Europe. It also states that Energy Service Companies may give financial assistance to public authorities to modernise/renovate buildings and thus reduce their energy consumption.

Economic Drivers

Rising Energy Prices

- 31 Energy prices have increased substantially over the past decade. The reasons for the increase are:
- The decline in North Sea natural gas reserves has resulted in the UK being reliant on imported gas and is consequently at the mercy of events happening around the world which have an impact on prices.
 - The need to upgrade the UK's electricity infrastructure.
 - The green energy targets that suppliers and businesses must meet to fulfil the Government's obligations.
- 32 The graph below shows that electricity prices have doubled and gas prices have trebled over the past decade. In 2011/12 the council spent £16.2 m on energy, of that £12.5 was directly related to our buildings.



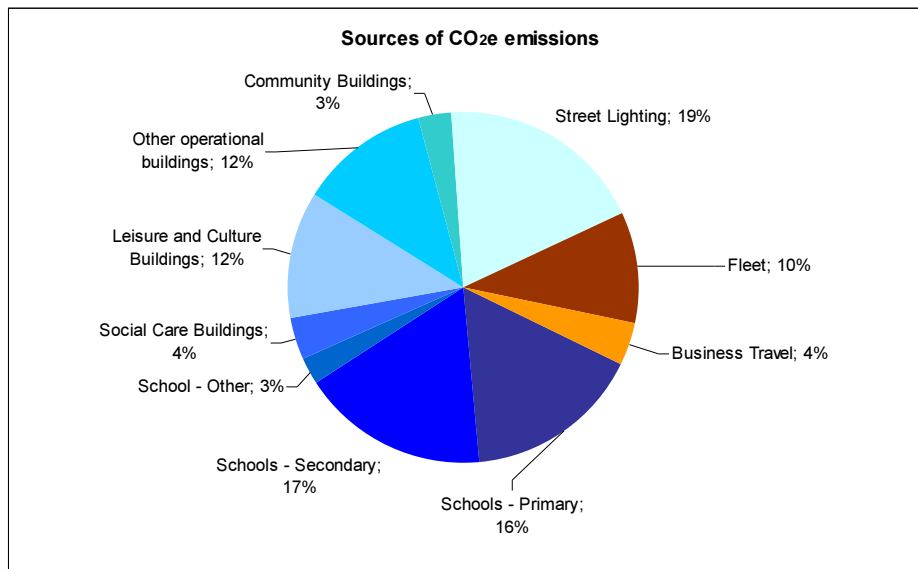
- 33 In October 2012 major energy companies such as British Gas, Npower Scottish Power and SSE announced that they were increasing their gas and electricity prices by 8% to 9.1%.

Durham County Council Carbon Management Programme

Carbon Management Plan

- 34 Durham County Council was selected in May 2009 to take part in the Local Authority Carbon Management Programme, which assists councils in saving money on energy, whilst making a positive contribution to the environment by lowering their carbon emissions. The Programme involved the Council working closely with consultants from the Carbon Trust and producing a Carbon Management Plan. The Carbon Trust is a non-profit company, which provides expert advice to businesses, the government and public sector on opportunities to cut energy bills, whilst reducing carbon emissions.

- 35 The Carbon Management Plan, published April 2010, commits the Council to:
- Reducing the Council's carbon emissions by 40% by 2015 and 80% by 2050 from the 2008/09 baseline to avoid dangerous climate change. (2008/09 was the first year for reporting on NI 185 - CO₂ emissions from the delivery of local authority functions and the first opportunity to collate data for the new unitary authority, which came into being April 2009)
 - Taking responsibility for reducing the emissions arising from Council services.
- Within each Service Grouping:
- Reviewing all policies to develop a CO₂ friendly operating procedure by 2013.
 - Where possible removing barriers to CO₂ reduction.
 - Requiring CO₂ targets and actions in all future Service Improvement Plans.
 - Ensuring reports include details of any potential impact on CO₂ emissions.
 - Incorporating Carbon Management into all areas of the Council
 - Integrating Carbon Management into the responsibilities of Heads of Service.
 - Supporting the Eco-Champion volunteers to enable them to carry out their role.
 - Working together to develop effective solutions to reduce emissions.
- 36 Savings in CO₂ that count towards the Carbon Management Plan include savings arising from:
- Reductions in energy consumption as a result of better practices, improvements in efficiency of plant and equipment or using alternative sources of fuel.
 - Renewable energy generation, where the energy is used on the site where it is produced, including when Feed in Tariff or Renewable Heat Incentives are claimed – biomass boilers, wind turbines, solar panels etc.
- 37 In 2008/09 the County and former district councils were responsible for 105,816 tonnes of CO₂ emissions from the following:
- All council buildings, owned and rented including schools, leisure centres, libraries and offices
 - Business mileage by car, rail and aeroplane.
 - Fleet vehicles, including hire vehicles, such as refuse collection vehicles (excluding subsidised bus routes and school travel)
 - Street lighting, traffic signs and lights.
- 38 Social housing provided by the Council or a third party and employee commuting were not included. The pie chart overleaf shows the sources of emissions from the 2008/09 baseline of 105,816 tonnes.



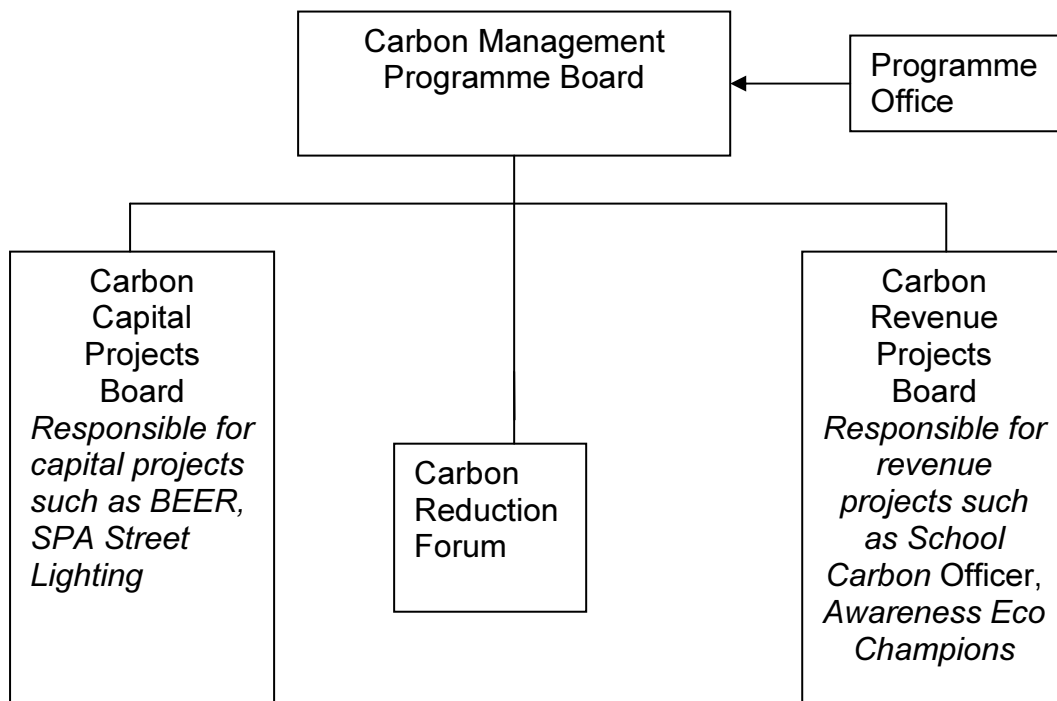
- 39 As part of the Carbon Management Plan, 30 projects were initially identified, which it was hoped would go some way to achieving the target. The projects ranged from mechanical and electrical improvements such as boiler and lighting upgrades, the installation of solar panels to changes in policies and procedures. The potential saving or cost avoided if the target was achieved was estimated at almost £58 million across ten years - 32% of emissions.
- 40 Unfortunately the Council's Carbon Management Programme has been adversely effected by the Government's announcement in July 2010 that it was reducing funding for the Building Schools for the Future Programme as part of its spending review. In County Durham, a number of projects were stopped, including the building a new secondary school for Spennymoor/Tudhoe and an academy for Durham City. These schemes, if they had gone ahead, would have led to the construction more energy efficient buildings and would have saved in the region of 5,500 tonnes of CO₂, which equated to 12.5% of the Council's reduction target.
- 41 The Government's decision to reduce the Feed in Tariff rates for solar photovoltaic panels, introduce multi-installation tariff rates and reduce the tariff lifetime from 25 to 20 years has also effected the carbon management programme. The new tariffs substantially reduce the rate of return and would, in some cases, not cover the cost of borrowing the amount of capital needed to install the panels, should structural works be required.
- 42 However, the Government has made it clear that it expects local authorities to make savings in energy costs and reduce carbon emissions through the publication of a new national energy efficiency strategy and a guide to financing energy efficiency measures in the public sector. The guidance outlines the benefits of reducing energy costs and the financing mechanisms available to councils for doing so. It also provides examples of successful energy efficiency projects carried out by the public sector organisations, some of which such as investing in renewable energy technologies, upgrading street lighting and delivering energy efficiency through Energy Performance Contracts are included in the Council's Carbon Management Programme.

43 The Carbon Management Plan utilises the following five step approach:

- Step 1 – Mobilising the organisation - completed 2009
- Step 2 – Quantifying the baseline - completed 2009
- Step 3 – Identifying and evaluating possible carbon reduction opportunities – completed February 2010
- Step 4 – Developing a cost effective strategy and action plan – completed March 2010
- Step 5 – Implementing and reviewing the plan from April 2010 to March 2015

Carbon Management Programme Board

44 As stated in the Plan, the achievement of the 40% reduction requires very strong governance and good project management. The organisational structure of the Carbon Management Programme Board was reviewed in the July/August 2012 and is shown below.



45 The Carbon Management Programme Board is scheduled to meet every 2 months and is responsible for:

- Ensuring the programme delivers within its agreed boundaries (i.e. cost, time, quality, scope, expected/actual benefits realisation)
- Resolving strategic and directional issues between projects, which need the input and agreement of senior stakeholders to ensure the progress of the programmes.
- Assuring the integrity of benefit profiles and realisation plans.
- Maintaining focus on the development, maintenance and achievement of the blueprint (including the approval of project mandates for every project in the programme)

- Providing assurance for operational stability and effectiveness through the programme delivery cycle.
- Securing resources to support programme delivery
- Defining the acceptable risk profile and risk thresholds for the programme and its constituent parts.

46 Members of the Carbon Capital and Revenue Project Boards are individually answerable to the Senior Responsible Officer for their areas of responsibility and delivery within the programme. The Carbon Capital Projects Board deals with the difficult, high cost solutions involving construction and new technology, and the Carbon Revenue Projects Board deals with the 'softer' options, such as School Carbon Reduction Programme, the Eco-Champions network and low cost solutions, such as more energy efficient working practices. Both Boards need to be updated on a regular basis on any work/strategies that are being progressed by Service Groupings that could effect carbon emissions.

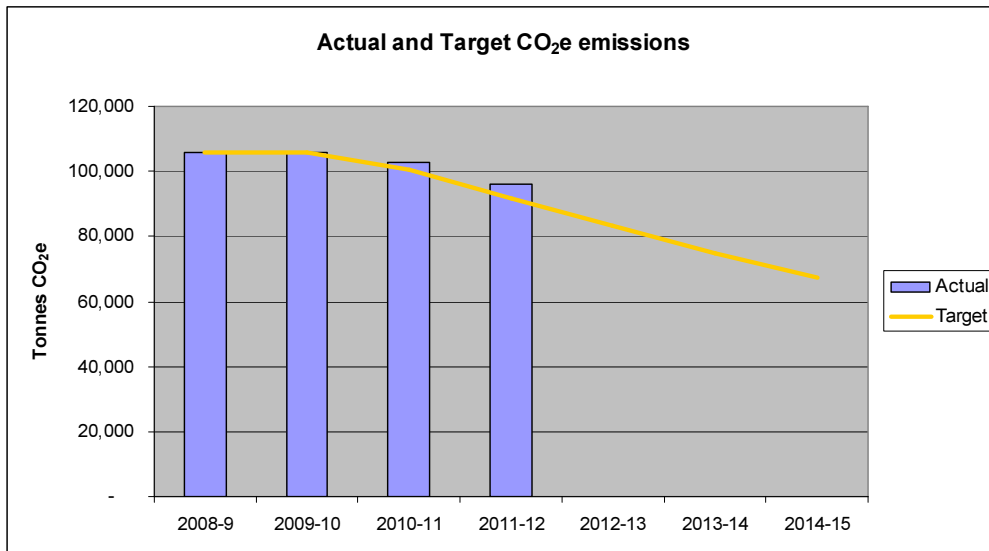
Current level of emissions for Durham County Council

47 The target of reducing CO₂ emissions from the Council's own operations by a minimum of 40% from the Council's 2008/09 baseline by 2015 is very challenging. It is above the Government target set in the Climate Change Act 2008, which sought a 34% improvement. Indeed, a survey undertaken by Friends of the Earth in April 2011, found that only 22 councils (6.2%) in England, had such a high target.

48 The Council is currently midway through its five year Carbon Management Programme, and has during those years focussed its attention on building the foundations on which to reduce emissions in the future. The Council has achieved the Carbon Trust Standard, which publicly recognises its efforts to manage and reduce its carbon emissions, and was runner up/highly commended for Local Government Association Low Carbon Council award 2012. The Council's progress has also been acknowledged in its peer challenge report.

49 In 2011/12 the emissions arising from the Council's day to day activities amounted to 96,281 tonnes, a 6.2% reduction when compared to the 102,698 tonnes emitted in 2010/11, and a 9% decrease from the Council's 2008/09 baseline of 105,816 tonnes. Performance was however less than the target of 14%.

50 The table overleaf illustrates the Council's performance against its target. It shows that since 2008/09 the Council's total emissions have dropped at an increasing rate.



51 Almost all of the Council’s services emit harmful greenhouse gases, from heating and lighting Council buildings to collecting refuse or cutting grass. A detailed breakdown of the emissions from 2008/09 to 2011/12 is given below, based the information provided to central Government, in line with DEFRA guidelines, on 6 common greenhouse gases arising from its operations and estate by the end of July each year.

Sources of emissions		Emissions (tonnes CO ₂ e)			
		2008/9	2009/10	2010/11	2011/12
Scope 1	Solid fuel (wood pellets)	91	111	152	163
	Liquid fuels	511	744	978	663
	Gaseous fuels	34371	33481	32546	26650
	Vehicle fleet	11596	12022	10531	10319
	Total	46569	46359	44208	37795
Scope 2	Purchased electricity (grid)	55442	55660	54528	54322
	Total	55442	55660	54528	54322
Scope 3	Business travel	3804	3738	3963	4165
	Total	3804	3738	3963	4165
Total Emissions		105816	105758	102698	96281

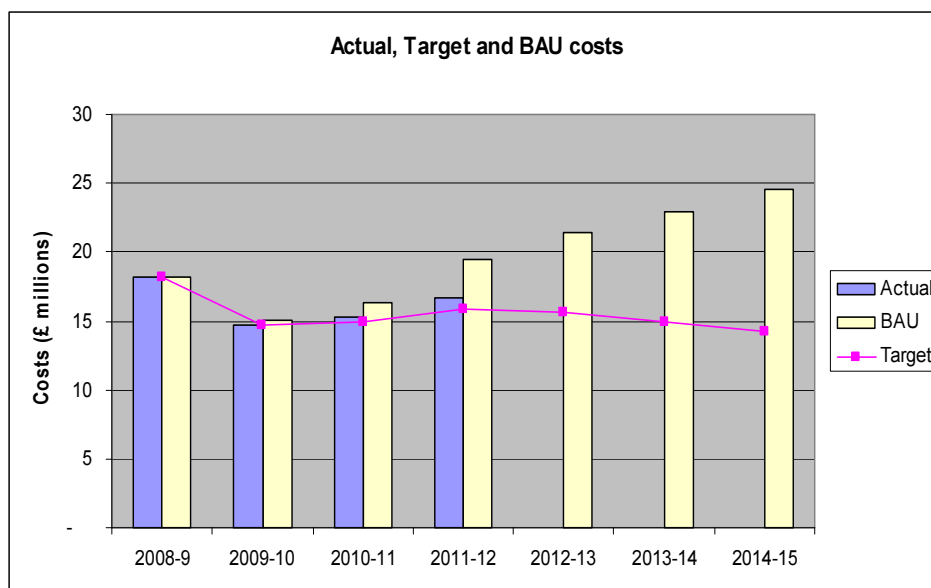
52 The sources of emissions covered by Scopes 1, 2 and 3, as defined by DEFRA, are as follows:

Scope 1 (Direct emissions) Activities owned or controlled by the Council that release emissions straight into the atmosphere. For example - solid, liquid and gaseous fuels from all operational buildings including care homes, day centres, libraries, leisure centres, offices, depots and schools/academies. Fleet vehicles including those hired in outsourced waste contracts. Refrigerant gases are excluded.

Scope 2 (Energy indirect) Purchased electricity from all operational buildings including care homes, day centres, libraries, leisure centres, offices, depots, and schools/academies and also street lighting.

Scope 3 (other indirect) Business mileage by car, train and plane. Employee commuting is excluded. All social housing, industrial units and business centres occupied by tenants are excluded from this report.

53 In 2011/12 the Council spent £16.2m on energy, with £12.5m being directly related to buildings. As a result of the Carbon Management Programme and the associated reductions in energy usage achieved (including the closure of buildings under the accommodation strategy), the Council has avoided more than £2.75 million in notional additional energy costs in 2011/12, when compared to business as usual, which assumed that usage increased year on year since 2009. The table below illustrates the savings against business as usual costs and the targets that have been set for the period 208/09 to 2014/15.



Comparison with other Local Authorities

54 Although the Council has not reached its own target for carbon reduction, it is performing well when compared with a number of other local authorities, both regionally and nationally, as the table overleaf shows. (The information for the other local authorities has been obtained from a DECC excel spreadsheet showing Local Authority emissions reported in tonnes of CO₂e, which was published on 28th March 2012.) The table shows the total net emissions for a number of local authorities for comparison purposes. Within the north east, Durham County Council's reduction is

larger than other councils reporting to DECC. The London Borough of Barking and Dagenham has made the largest % reduction, which may be due to the fact that the Borough began delivering its carbon reduction programme a number of years earlier than Durham County Council.

- 55 Emissions are heavily influenced by external temperatures. The first half of winter 2010 was extremely cold. There was widespread sustained snowfall from mid November until the end of December, and it was the coldest December for over 100 years. This cold weather led to an increased demand for gas and electricity and consequently an increase in emissions.

Local Authority	2009-10 Total net Emissions (tonnes)	2010-11 Total net Emissions (tonnes)	Reduction / Increase (tonnes)	% Reduction (-) Increase (+)
Durham	105,756	102,698	- 3,058	-2.9%
Newcastle	92,504	90,651	- 1,853	- 2.0%
North Tyneside	42,078	43,332	+1,254	+ 3%
Northumberland	43,596	43,280	- 316	- 0.7%
Redcar and Cleveland	24,567	25,173	+ 606	+ 2.5%
Stockton	31,691	31,027	- 664	-2.1%
Lancashire	138,196	145,768	+ 7,572	+ 5.5%
Liverpool	55,119	63,242	+ 8,123	+14.7%
Barking and Dagenham	35,043	28,222	-6,821	-19.5%
Hampshire	162,308	157,358	- 4,950	-3.0%

(Source DECC excel spreadsheet 28th March 2012).

Capital Projects

- 56 The pie chart referred to in paragraph 38 shows that approximately 65% of the Council's emissions come from the Council's buildings. The Council's Carbon Projects Team is currently engaged in developing and implementing a number of 'invest to save' projects aimed at meeting the 40% carbon reduction target and delivering savings in energy costs of at least 20% against Business as Usual predictions. Details of the projects are set out in paragraphs 59 to 68.
- 57 Many of the projects are new for local authorities such as Building Energy Efficiency Retrofit, and the past three years has been particularly challenging with regard to proving that the new concepts will work, finding the required funding and developing and procuring the technologies. Priority is currently being given to those projects which offer the best return on investment. As more projects are delivered typical pay back periods will increase.
- 58 With regard to financing the works, the Council had planned to use SALIX interest free funding for a number of energy efficiency projects. Unfortunately the funding was withdrawn, one week before the Council was scheduled to receive £1million. The Council now utilises prudential borrowing for 'invest to save' projects.

Solar PV Arrays - SPA 1

- 59 The Council has installed over 860Kw of solar photovoltaic panels on 35 of its buildings through the SPA 1 project. The buildings include Annand House, Meadowfield 22.3kWp, Chilton Depot 15.84kWp, Service Direct Meadowfield 149.5kWp, NetPark Incubator Old Building, Sedgfield 12.kWp, Teesdale Leisure Centre 24.44.kWp, Sniperley Park and Ride, Durham 3.52 kWp, Ferryhill SureStart 11.04 kWp, New Derwentside Business Centre, Consett 40.65kWp, E- Business Centre, Consett 13.63kWp and Derwentside Business Centre, Consett 18.00 kWp. The project used local companies – Esh Construction, John N Dunn and Barrier for most of the installation and survey work.



- 60 The panels should generate over 707,000 kilo watt hrs annually in free electricity, around £230,000 income per annum from the Government Feed in Tariff Scheme and save 350 tonnes each year in carbon emissions. The total cost of the project

was £2.75m, which has been financed through prudential borrowing. The Council will have a return on its investment in 12 years, as it is estimated that income and savings of at least £8m will be generated over the next 25 years and this figure will rise as electricity prices increase. (Price rises were announced by the main energy companies in October 2012).

- 61 SPA II and SPA 111 projects are currently being developed, however as the Feed in Tariff rates have been substantially reduced since April 2012, any buildings requiring structural works to install the panels, will not be included. Projects are currently undergoing feasibility studies.

Building Energy Efficiency Retrofits

- 62 The above project involves a whole building approach, using a number of energy efficiency technologies. Phase 1 of the project, which is scheduled for completion by end of March 2013, includes Newton Aycliffe and Crook Leisure Centres, Crook Civic Centre and Stanley Indoor Bowls Centre. The total cost of the project is £1.2m, which should be met in 6 to 8 years. The annual carbon savings from the 4 buildings is estimated at 863 tonnes. Further funding has been requested to undertake a second phase of retrofits.

Away from G

- 63 This project involves improving the energy efficiency of council buildings, which have either 'G' or 'F' ratings on their Display Energy Certificates, through an assets maintenance and repairs programme. The aim is to reduce the buildings emissions by 40% to achieve either an 'E' or 'D' rating. Phase 1 of the project involves work to Ushaw Moor and Startforth Morritt Memorial Church of England Primary Schools and the DLI Museum. The Council will have a return on the investment cost of £250,000 in 15 years. The annual carbon saving is estimated at 162 tonnes.

Biomass Boilers

- 64 The Council has currently 13 biomass boilers in its buildings and a project is under development to install a further 10 biomass boilers to take advantage of the Government Renewable Heat Incentive. Phase 1 of the project involves the installation of boilers at Middleton in Teesdale Primary School and the North of England Lead Mining Museum at Killhope. Both buildings are currently heated by oil, which accounts for 60% of the buildings' emissions. It is estimated that the installation of the boilers will result in a 48% reduction in carbon emissions, saving 70 tonnes annually. The carbon emissions resulting from the transport of the wood pellets have been included in the carbon savings. The return on the investment cost of £300,000 is 12 to 15 years.

Gas Boilers/ Boiler Optimisation

- 65 During 2011/12, £250,000 has been expended on replacing inefficient gas boilers at Annfield Plain Infants, Burnhope Primary, Evenwood Primary and Yoden Primary Schools to reduce carbon emissions and energy costs. The Sustainability, Carbon and Climate Change Team is also looking the possibility of installing boiler optimisation controls onto existing gas boilers to reduce energy consumption and

consequently carbon emissions. Boiler Optimisation is a quick win project, with no annual maintenance costs and payback in 6 months to 2 years.

Evaporative Cooling System

- 66 An evaporative cooling system is being installed in the Council's Tanfield Data Centre to replace the current air conditioning system, which will use 90% less energy than the traditional cooling methods. Work is scheduled to be completed by March 2013. The cost of the system is £300,000, with a 3 year rate of return. The annual carbon saving is estimated at 558 tonnes.

Energy Performance Contracting Schemes

- 67 Five secondary schools in the County are currently involved in a pilot involving energy performance contracts, whereby an energy company, after undertaking a survey of the school building, carries out energy and water efficiency improvements at no capital cost to the school, and guarantees financial savings for 10 –15 years. It is estimated that 1,400 tonnes of carbon will be saved annually, and if the scheme is rolled out to a further 25 schools, 6,500 tonnes of carbon will be saved.

Renewable Energy Technologies

- 68 Consideration is currently being given to the opportunities to generate energy from the installation of small scale wind turbines. The Council is also developing a partnership with Durham University, who are investigating the harnessing of micro hydro power from the River Wear.

Street Lighting

- 69 The Council is responsible for maintaining for over 80,000 street lights and 5,500 illuminated signs and bollards, accounting for 18,000 tonnes of carbon emissions per annum. The cost of street lighting related energy, including illuminated signs, bollards and traffic signals is £4.1m. per annum.
- 70 The Council's Street Lighting Section is in the process of assessing existing lighting provision within the County, with the view to putting forward proposals to expand the Centrally Managed System (CMS), introduce LEDs, dim street lighting between midnight and 6 a.m. on traffic routes, switch off and remove unnecessary lights and de-illuminate signs. These proposed actions, outlined in paragraphs 71 to 80, will substantially reduce energy consumption and carbon emissions.

Centrally Managed System

- 71 Centrally managed systems are Councils' preferred option for all existing and proposed street lighting systems, including all residential major and minor roads as they allow monitoring via the intranet, eliminating the need for night patrols and enable flexible dimming and switching off. A central management system also enables switching from passive unmetered energy supply to dynamic metered supply. Currently 15,000 lights in the Council are controlled through a centrally managed system.

Removal of lighting where practicable

- 72 Approximately 7,000 existing street lights could be removed in the County, mainly in rural areas between towns and villages with unrestricted speed limits. Street lighting is only required by statute and British Standards in residential areas, restricted speed zones and conflict zones. Before any street lighting is removed a full risk assessment taking account of road safety issues including accident records and fear of crime issues, will be undertaken to confirm that it is safe to do so.

Trimming via maintenance operations

- 73 Lamp burning hours can be reduced by 34 hours per light per year by changing 75/35 photocells to 35/18 lux photocells, which if applied to the County's stock would result in a reduction in CO₂ of 151 tonnes and energy savings of £22,000. Unfortunately the cost of undertaking the conversion as part of a capital scheme outweighs the benefits. However 35/18 lux photocells will be procured for us in maintenance repairs.

Dimming

- 74 Dimming can be facilitated through a central management system or via a fixed dimming. A reduction in lighting by up to 50% is generally not noticeable to the human eye and results in a 35% reduction in energy. However, the financial saving is not as great as dimming saves energy at the time of day when charges are at their lowest level. British Standards allow reduction of one lighting category on traffic routes during low flow, generally between midnight and 6 a.m. The Council is currently dimming 1900 lights on the A167 by 25% light output between midnight and 5a.m. and no complaints have been received.

Switching Off

- 75 Switching off street lights, generally between midnight and 5 a.m. can also deliver small savings. It requires undertaking in depth assessments for each location and consultation with stakeholders and service users. High energy charges are however incurred whilst the lights are lit.

De-illumination of signs

- 76 Approximately 900 illuminated signs in the County can now be de-illuminated following recent changes to the Department for Transport Traffic Signs Regulations. Some of the older sign faces will require upgrading to modern materials with high reflectivity.

Retrofit/Replacement

- 77 Street lighting technology has progressed rapidly in recent years and many existing light sources can be retrofitted with more energy efficient light sources, such as Light Emitting Diodes (LEDs). LEDs offer up to 8 times more brightness than incandescent lamps, without emissions harmful to the environment, and generate energy savings of between 30% and 70%, depending on the lamps they replace. LED white light sources do not produce glare or strobe effects, common in

conventional street lighting, reducing visual fatigue for drivers and pedestrians. As LEDs operate at low voltage and low temperatures, there is no reduction in brightness or yellowing, which is associated with traditional street lighting. The companies producing LEDs are also currently offering long term warranties.

- 78 Two LED trials are currently underway on Garden Farm Estate, Chester-le Street and at Tudhoe Grange, Spennymoor. At Chester-le Street, 12 types of LED lanterns, with varying wattages and colour temperatures (how white the light appears), from 9 different manufacturers have been used. 72 lanterns in 12 streets have been converted. The trial provides examples of the lighting that would result from an energy reduction conversion programme, not designed specifically to comply with British Standard lighting levels. The resultant energy savings range from 41% to 76%. A survey of residents will form part of the trial.
- 79 At Tudhoe Grange, Spennymoor, 8 streets where the lighting columns have reached the end of their useful life and needed replacing, have been included in a trial of LED street lighting, designed to comply with British Standard lighting levels. To achieve the specified lighting levels, the number of columns and lanterns installed ranged from no increase to a 60% increase. All locations, however, have resulted in energy reduction of between 27% and 76%.

Invest to Save Scheme

- 80 An 'invest to save' project, to be funded by prudential borrowing from the Public Works Loan Board, has been developed by the Council's Street Lighting Section to retrofit or replace, as deemed necessary, 41,412 street lights with LEDs and include them in a centrally managed system. The resultant energy savings will cover the cost of the scheme in 12 years and the new installations have a life of about 25 years. Members acknowledged that the scheme would make a significant contribution to meeting the 40% carbon reduction target, however they requested that ward councillors be provided with detailed information on any trial /scheme in relation to street lighting in their area as they were often the first port of call for queries / concerns from residents.

Eco-Champions Network

- 81 In addition to developing and implementing capital projects to reduce energy costs and carbon emissions, the Council established an Eco-Champions Network, with the clear premise in mind, that through simple changes and a small shift in current working practices, significant financial and carbon savings can be made.
- 82 An Eco-Champion is part of a supportive network of informed officers, promoting environmentally positive behaviour. Eco-Champions are supported by senior management from each Service Grouping, as well as the Sustainability, Carbon and Climate Change Team. Their goal is to help the Council achieve its 40% carbon reduction target by 2015, through the delivery of low/zero cost measures that many members of staff could either overlook, or are simply not aware of.
- 83 The Council's Eco-Champions Network was re-organised and re-vitalised in March 2012. The champions now attend Extended Management Team, Service

Management Teams, Service Groupings, Tier 4 Manager meetings and Member seminars and have received positive responses and support from all.

- 84 The number of Eco-Champions in the authority is increasing - 61 champions as at 8th October 2012. The aim is to have at least one champion per Tier 4 Manager and one in every building. Reducing the Council's business mileage and office energy consumption are two areas that the champions are currently focussing on.

Reducing Business Travel

- 85 The Council's business travel has increased. Comparisons between 2011/12 and 2012/13 for quarter 1 show that although some Service Groupings have reduced their mileage, overall mileage has increased by 3.5%. The Council has set itself targets of reducing car business mileage for each Service Grouping by a minimum of 10% for 2012/2013 from a 2011/2012 baseline, and implementing a Grey Fleet Policy by March 2013. A grey fleet vehicle is one, which is employee owned and is used for work related journeys. The policy will set out the Council's expectations with regard to business travel.
- 86 The eco-champions encourage their colleagues to car share, plan their journeys better to reduce business mileage and promote the use of sustainable modes of travel for all business journeys.
- 87 In May 2012, the Council published a cycling for business policy and guidance, which recognises that cycling is a viable option for some officers travelling on business, and encourages the use of both private and pool bicycles. Officers who use their own cycles for business journeys are entitled to claim a Business Cycle Mileage Allowance of 15 p per mile.
- 88 The Council has a number of different bicycles at County Hall for officers to borrow, including electric bikes, which are more suitable for longer journeys. They can be booked by contacting the Travel Planning Team. Prior to use, staff need to undertake a cycle for business induction course, which is a one to one session with an instructor from the Council's Road Safety Team. These sessions are tailored to the individual's needs – for example experienced cyclists or someone who has not been a cycle for 8 -10 years. As at 1st October 2012, cycles were being borrowed 2 – 3 times per week.
- 89 The Council's Neighbourhood Services are planning to reduce the amount of travelling between sites and consequently carbon emissions, through a multi-skilling training programme for repairs and maintenance employees. They are also planning to review the possibilities for moving to alternative powered vehicles and providing fuel efficient pool vehicles at major depots.
- 90 Making more use of innovative technology such skype and telephone conferencing, and promoting the availability of the 'hot desks' at council offices throughout the county, could also help to reduce business mileage. Telephone and video conferencing are projects that the Yorkshire Dales National Park Authority, winner of the LGA Low Carbon Council Award 2012, has invested in. The Mytel telephone system which is currently being installed across the Council, allows telephone

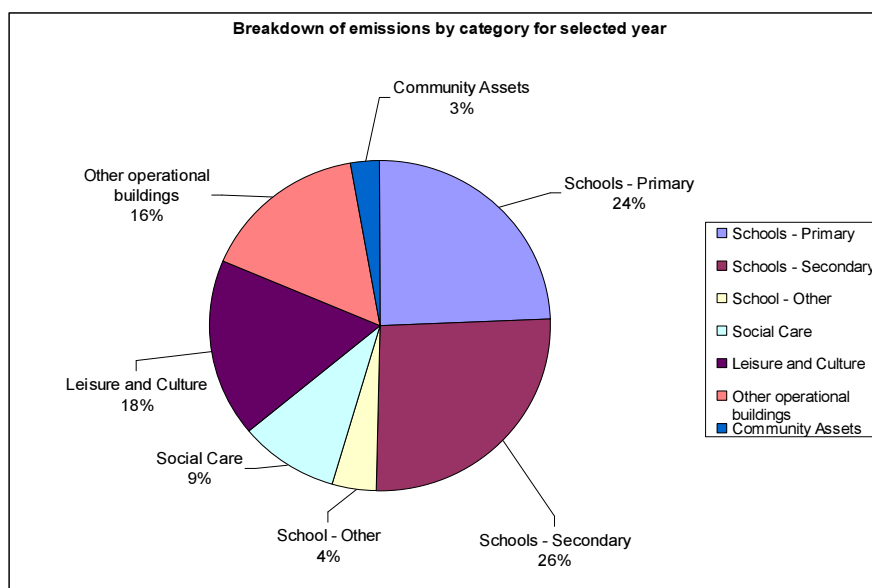
conference calls to be made. Hot desks are currently available at council offices at Barnard Castle, Consett, Crook, Durham, Seaham and Spennymoor.

Reducing Office Energy Consumption

- 91 National figures suggest that energy consumption in buildings can be reduced by up to 10%, by eliminating bad practice and encouraging sustainable behaviour. In 2011/12 the Council spent £16.2 m on energy, with £12.5m being directly related to buildings. This sum is set to increase, as in October 2012 major energy providers such as British Gas, Npower, Scottish Power and SSE announced price rises for both gas and electricity of up to 9.1%.
- 92 The eco champions encourage their colleagues to reduce waste from lighting, by using natural light whenever possible, opening window blinds, rearranging furniture if it is blocking out natural light, and making sure that all staff know that the last person to leave the office or meeting room always switches the lights off. Lighting accounts for 20-25% of the energy used in offices, and lighting an office overnight wastes enough energy to heat water for 1,000 cups of tea. A fluorescent tube uses over five hundred times more energy if left on for fifteen minutes than the energy needed to restart it.
- 93 Other energy savings being promoted is the turning off of PCs and monitors when attending meetings, during lunch breaks and at the end of every working day. On 19th September 2012, a new power management system was piloted in all offices located on the first floor of County Hall. The system enables PCs and laptops to go automatically into power saving mode after a set period when not being used, reducing the amount of energy used and consequently the amount of CO₂ emitted. It is intended that the system will be rolled out to other floors in County Hall and council buildings.
- 94 Energy data for the Council's buildings is being closely monitored to identify the best and worst performers. County Hall, based on energy data for 2011, performed fairly well when compared nationally with buildings of similar size.
- 95 A 2 week targeted pilot campaign 'Big Switch Off' was held at Northumbria House between Monday 12th and Friday 23rd November 2012, to assess current staff attitudes and behaviour, trial tools and techniques for engaging with staff and measure the impact of behavioural change. Following a review, the project will be rolled out across the authority – building by building. The project relies heavily on the support of Eco-Champions to ensure that the behavioural changes made during the 2 week campaign will continue as 'business as usual'

Energy efficiency in schools

- 96 Schools in the county account for approximately 54% of the emissions from Council buildings as the pie chart below shows.



- 97 Although the Council does not have direct control over the energy used in the county's schools and academies, all their carbon emissions are included within the scope of the Carbon Management Programme. The Council is also responsible for their carbon footprint through Carbon Reduction Commitment (CRC) Energy Efficiency Scheme (a mandatory carbon emissions trading scheme, which commenced in 2010 and applies to almost all local authorities as well as many private companies.) The scheme requires the Council to report its carbon emissions and then purchase carbon allowances to cover the emissions generated. Under existing CRC legislation, maintained schools in England are grouped with their funding local authority for the purposes of CRC participation. Similarly, academies are grouped with the local authority in whose area they reside. The liability for compliance with the CRC's obligations rests with the local authority, although schools are required to provide energy data to the authority. The School Finance (England) Regulations 2011 enable the Council to recharge the cost of the CRC allowances from both maintained schools and academies.
- 98 For 2011/12 the Council reported CRC qualifying emissions of 59,125 tonnes, which cost the Council £709,500. (£12 per tonne of Carbon emitted) Over 32,000 tonnes of those reportable emissions were from schools. Therefore, it is currently in the Council's interest to actively engage with schools and academies in the county to reduce their energy consumption and consequently their carbon emissions. receiving evidence. (Since receiving evidence for the review, the Department of Energy and Climate Change announced on 10th December 2012 that the CRC Energy Efficiency Scheme will be dramatically simplified from 1st June 2013, subject to Parliamentary approval, to save participating businesses and public sector organisations millions of pounds in administrative costs. The reforms to the scheme include withdrawing all state funded schools in England from CRC participation and implementing alternative robust measures to incentivise and support schools to obtain both energy cost and emission savings and reducing the number of fuels that

participants have to report from 29 to 2 – electricity and gas for heating. It is likely these changes will come into effect in April 2014, at the start of the second phase of CRC)

- 99 The majority of the energy used in schools is on heating, followed by lighting, catering and computing. Generally secondary schools will have higher energy costs than primary schools. This can be explained by secondary schools' longer hours and larger number of students, as well as more widespread use of electrical equipment in ICT, science, sports and craft lessons. Approximately 15% of energy and 40% of water in schools is wasted, which amounts to almost £1.5m in Durham County. Electricity use up until 2010/11 has increased in schools by around 5% each year. Being energy efficient saves money, which can be used for curricular resources or facilities. Other benefits include teaching good habits to the next generation, reducing the energy consumption in pupils' homes and the wider community as well as enhancing the educational experience for students. For example, a carbon mathematics project is currently being developed by Bishop Barrington School and the Council's Maths Inspector, which it is hoped will be rolled out to other secondary schools.

School Carbon Reduction Programme

- 100 As part of the Council's Carbon Management Plan, the Outdoor and Sustainability Education Service (OASES) has been commissioned by the Council to offer a programme of activity to help schools to raise awareness of energy issues, reduce their energy use and associated carbon emissions. (Tenders will be sought for a new programme to commence April 2013.) Schools that have signed up to the Council's Energy Service Level Agreement (majority of schools in the authority) can access the programme for no extra charge. Thirty hours of free flexible support is offered to secondary schools and 18 hours to nursery, primary or special schools in the first year. This reduces to 12.5 hours and 9.5 hours respectively in the future years. The support given is based on adapted resources from the national Carbon Trust best practice programme.
- 101 The programme began as a pilot in 2010/11, involving 58 schools. This figure increased to 186 in 2011/12, and it is planned to offer support to 234 schools in 2012/13. The support includes:
- Meeting with head teacher and caretaker to complete audit of school and discuss appropriate use of boiler compared to current use.
 - Producing a 'hour of use' timetable, to be placed next to the school boiler.
 - A written report for school (copied to the Council's Sustainability, Carbon and Climate Change Team) highlighting results, quick wins, opportunities for future support.
 - Meeting with / establish School Eco Team to drive initiative forward.
 - Working with pupils to produce an awareness campaign, illustrating the results of the audit and the actions that the schools need to take to reduce carbon.
 - Meeting with school staff, including head teacher and caretaker to feedback findings, assist them to decide future courses of action and look at curriculum links.
- 102 A brief guide has been developed to help schools explore the benefits of investing in low cost energy efficiency technologies that qualify for the Council's own 0% Energy

Efficiency Loan Scheme, which was launched in March 2012. Potential technologies include: lighting controls, glazing improvements, solar pv panels, building fabric insulation, draught proofing, real time energy monitors, voltage optimisation and introducing zoning to heating systems. The scheme has a maximum repayment period of 10 years.

- 103 A heating review has been undertaken at Wolsingham Community and Sports College as part of the programme. The damaged frost and room thermostats were replaced to enable staff to manage room temperatures and checks were undertaken on the programming of the five boilers on the split site. Following the checks, the temperature of the boilers were lowered from 75 °C to 55 °C, heating was reduced by 18 hours a week and hot water by 15 hours a week, saving £3,781 in 2011 compared with 2010 and 29 tonnes of CO₂.
- 104 At Delves Lane Junior School, the programme showed that a potential saving of £635 could be made by switching off electricity every weekend. Further savings were possible if there were regular night time switch offs.
- 105 There has been a 5% overall reduction in school carbon emissions (12% reduction from primary schools) in the county in 2011/12. Primary school electricity use has reduced by 4%, giving a cost saving of £351,916. The overall saving to school budgets was £736,533, against business as usual predictions.
- 106 In relation to energy consumption in new school buildings, the Council has achieved an outstanding BREEAM (British Research Establishment Environmental Assessment Method) rating in respect of Brandon and Esh Winning primary schools - the most sustainable buildings in the Council's property portfolio and a 'first' nationally. The new primary school buildings at Kirk Merrington and Greenlands (South Moor) scheduled for completion in April 2013, will have biomass boilers, sustainable urban drainage systems and grey water recycling capability to achieve an overall BREEAM standard of excellence for non-domestic development.

Council's Planning and Building Control Functions

- 107 As a local authority, Durham County Council is well placed to drive and influence emission reductions through the services it delivers and its regulatory and strategic functions. Through planning and building control functions, the Council can play an important role in enforcing energy efficiency standards in new buildings and building extensions. Developers and house builders are currently required to build to higher levels of energy efficiency, which are 10% above the existing building regulation standards. The attainment of nationally recognised schemes, such as the Code for Sustainable Homes for domestic development and BREEAM for non domestic development is currently voluntary for developers, however, it is included within the County Durham Plan as a Preferred Option, meaning that it could become policy when the Plan is adopted in 2014. The Department of Energy and Climate Change has recently published (October 2012) the document "Improving Energy Efficiency in Buildings: Resources for Local Authorities" which is designed to bring together and categorise tools, models, knowledge, case studies and datasets that can be used and adapted to help in the task of delivering energy efficiency improvements to buildings.

Service Improvement Plans and Performance Monitoring

- 108 In line with the Council's Carbon Management Plan, all Heads of Service are now responsible for reducing emissions from their service. The 2012-16 Service Improvement Plans include actions to mitigate the impact of climate change by reducing carbon emissions. The following actions are included in all Service Improvement Plans:
- With support from the Eco-Champions network and using emissions reduction tool, identify opportunities to reduce emissions.
 - Analyse the findings from the emissions reduction tool to identify and agree a series of key actions.
 - Support the Eco-Champions to deliver agreed actions for 2012- 2016 and ensure that high standards of emission awareness are maintained.
 - Reduce car business mileage by a minimum of 10% in 2012/13 from a 2011/12 baseline.
- 109 These actions are currently monitored corporately, on an exception basis, as part of the Council's quarterly performance reporting process. However, both the Carbon Management Programme Board and the Council's Environment and Sustainable Communities Overview and Scrutiny Committee need to receive regular detailed information on the progress being made by Service Groupings.
- 110 Managers and officers from across the Council are consequently undertaking emission assessments as a means of identifying the emissions directly relevant to their specific teams. The emissions reduction toolkit, developed by the Sustainability, Carbon and Climate Change Team, requires teams to consider the actions they undertake as part of their day to day responsibilities – for example what equipment is essential, and are the teams predominantly desk based or do they spend large parts of the day driving around the County? It then requires an assessment of the impact that these activities have on emissions – high, medium or low. For example if the team is predominantly desk based, electrical office equipment will have a high impact on emissions. Following this assessment, consideration needs to be given to the level of influence teams have over the sources of emissions - for example the ability to turn heating down or off.
- 111 Some Service Groupings, such as Neighbourhood Services have additional actions to mitigate climate change in their Service Improvement Plans - for example:
- Deliver a centrally managed system of street lighting, which will increase efficiency and reduce cost of electrical energy whilst reducing light pollution and CO₂ emissions in non residential areas.
 - Deliver sustainable design schemes for the new primary school buildings at Kirk Merrington and Greenlands (South Moor) to improve environmental performance.
- 112 In line with the Carbon Management Plan, the Service Groupings will have carbon budgets for 2013/14 for business mileage and fleet mileage, and the Service Improvement Plans for 2013 -17 will include targets and actions to reduce CO₂ emissions.

113 The Council's Cabinet, Overview and Scrutiny Management Board and Environment and Sustainable Communities Overview and Scrutiny Committee currently monitor the progress made in relation to carbon reduction through the quarterly performance management reports. The two key indicators for carbon reduction are:

- Reduction in emissions from local authority operations (former National Indicator 185)
- % reduction in emissions per capita in the local authority area (former National Indicator 186) (year on year reduction)

Training

114 As carbon management is the responsibility of every department and an integral part of the Council Plan, all staff need to be made aware of both the Council's and their own Service Grouping's targets, what the benefits are and how they can contribute to meeting these targets. A Managers' handbook is currently being developed by the Sustainability, Carbon and Climate Change Team to assist with process and ensure a consistent approach. It is scheduled for release in summer 2013. Arrangements are now in place for new staff to receive training on CO₂ reduction as part of their induction programme, organised by the Council's Human Relations and Organisation Development Section, however existing staff and newly elected councillors also need training/briefing.

Section Five - Conclusions

- 115 The Council is currently midway through its five year Carbon Management Programme, and has during those years focussed its attention on building the foundations on which to reduce emissions in the future. It has reduced carbon emissions from its own activities by 9%, from its 2008/09 baseline of 105,816 tonnes, against a target of 14% for the period. Emissions have decreased each year, and when compared with other local authorities in the north east, the Council is performing well. Unfortunately the cold weather experienced during the past few years has slowed the CO₂ emission reduction nationally. Emissions are heavily influenced by external temperatures and 2010 was on average the coldest year since 1987, which caused an increase in demand for energy.
- 116 The Council is, despite financial pressures, continuing to develop and undertake, through prudential borrowing, a number of 'invest to save' schemes, to significantly reduce future energy costs and carbon emissions. Priority is currently being given to those projects which offer the best return on investment, however consideration needs to be given to whether schemes should be undertaken that provide the opportunity for large scale carbon reduction, but do not meet the usual financial pay back criteria.
- 117 The 'invest to save' project to retrofit or replace 41,000 street lights with LEDs and include them in a centrally managed system will assist the Council to meet its carbon reduction target. Members acknowledged that the project would save in the region of 7,500 tonnes of carbon per year and would produce a very strong financial return in the form of revenue budget savings, however they requested that ward councillors receive detailed information on any trial/scheme in relation to street lighting in their area as they were often the first port of call for residents with concerns.
- 118 Promoting behavioural change is key to reducing energy costs and carbon emissions associated with the council's day to day work. Simple changes in working practices can bring about significant financial and carbon savings. It is important that all staff and Elected Members are aware of the Council's targets, what the benefits are and how they can contribute to meeting these targets.
- 119 The Council's Eco Champions have an important role in raising awareness of how everyone can reduce carbon emissions. They deliver no/low cost measures that many may either overlook or simply not yet be aware of. Reducing the Council's business mileage and office energy consumption are two areas, which the champions are currently focussing on.
- 120 With regard to business travel, the Council has set itself the target of reducing car business mileage by at least 10% in the current financial year. It is also looking to implement a Grey Fleet Policy and undertake a multi-skilling training programme for repairs and maintenance employees, which would reduce the amount of travelling between sites. Neighbourhood Services Service Plan also includes reviewing the possibilities for moving to alternative powered vehicles and providing fuel efficient pool vehicles at major depots. Making more use of innovative technology such skype and telephone conferencing, and promoting the availability of 'hot desks' at council offices throughout the county, could also help to reduce business mileage.

- 121 There has been a 5% overall reduction in school carbon emissions (12% reduction from primary schools) in the county in 2011/12. Primary school electricity use has reduced by 4%, giving a cost saving of £351,916. The overall saving to school budgets was £736,533 against business as usual predictions. It is planned that 234 schools will receive support from the Programme in 2012/13, which should result in even greater savings, thus releasing for funds for curricular resources or facilities.
- 122 In line with the Council's Carbon Management Plan, all Heads of Service are now responsible for reducing emissions from their service. All Service Groupings list actions aimed at reducing the Council's carbon emissions in their 2012 -16 Service Improvement Plans and for 2013/14 will have carbon budgets for car business mileage and fleet mileage. The Service Improvement Plans for 2013 – 17 will also include targets and actions to reduce carbon emissions. The service plan actions are currently monitored corporately, on an exception basis, as part of the Council's quarterly performance reporting process. However, both the Carbon Management Programme Board and the Council's Environment and Sustainable Communities Overview and Scrutiny Committee need to receive regular detailed information on the progress being made.
- 123 The Council's Carbon Management Programme Board provides a corporate and co-ordinated approach in relation to reducing carbon emissions, however it relies very heavily on Service Groupings keeping it updated on any work/strategies being progressed that could effect the Council's carbon emissions.

Section Six - Recommendations

124 The Environment and Sustainable Communities Overview and Scrutiny Committee noted the work being undertaken to meet the targets and objectives set out in the Council's Carbon Management Plan and recommended the following:

- a) That Cabinet notes the importance of a corporate and co-ordinated approach in relation to reducing carbon emissions. This approach is facilitated through the Council's Carbon Management Programme Board and in order to continue to fulfil this function, Service Groupings should proactively engage with the Board to ensure a joined up and planned approach.
- b) That in view of the recent increases in energy prices, the Council /Cabinet continues to explore opportunities to 'invest to save' that will result in significant reductions in energy consumption and carbon emissions and ultimately lead to savings and efficiencies. Consideration also needs to be given to whether schemes should be undertaken that provide the opportunity for large scale carbon reduction, but do not meet the usual financial pay back criteria.
- c) That the Council's Elected Members be provided with detailed information on any trials/schemes in relation to street lighting in their area, prior to residents being notified.
- d) That the drive to recruit more Eco Champions to promote simple energy saving changes continues, and that consideration be given to the possibility of providing Elected Members with information on the Council's Carbon Management Programme, as part of the corporate induction programme and seeking volunteers from Elected Members to act as Eco Champions.
- e) That in relation to the need to reduce business travel, consideration be given to making more use of innovative technology such as skype, telephone conferencing, video conferencing and promoting the availability of 'hot desks' at council offices throughout the county.
- f) That the Committee continues to monitor the progress being made to achieve the Council's carbon reduction targets through the current quarterly performance monitoring reports and receives regular updates by members of Council's Sustainability, Carbon and Climate Change Team and Carbon Management Programme Board.
- g) That all staff and Elected Members be made aware of the Council's carbon reduction targets, the financial impact of energy use and the savings that can be made by using energy more effectively. This could be achieved through training sessions and the Council's performance appraisal scheme – focussing on staff actions/achievements that protect the County's environment and mitigate the effects of climate change.
- h) That a systematic review of the report and progress should be undertaken six months after its consideration by Cabinet.

Durham County Council – Altogether Better equality impact assessment form

NB: Equality impact assessment is a legal requirement for all strategies plans, functions, policies, procedures and services. We are also legally required to publish our assessments. You can find help and prompts on completing the assessment in the guidance from page 7 onwards.

Section one: Description and initial screening

Section overview: this section provides an audit trail.

Service/team or section: Overview and Scrutiny, Assistant Chief Executive's Office

Lead Officer: Overview and Scrutiny Manager	Start date: November 2012
---------------------------------------------	---------------------------

Subject of the Impact Assessment: (please also include a brief description of the aims, outcomes, operational issues as appropriate)

Reducing the Council's Carbon Emissions Scrutiny Review

Cutting carbon emissions to mitigate the impact of climate change is a key objective in the Altogether Greener Section of the Council Plan 2012-16. As a local authority, Durham County Council is well placed to drive and influence emission reductions through the services it delivers and its regulatory and strategic functions. The Council has been part of the Local Authority Carbon Management Programme since May 2009, and has through its Carbon Management Plan, committed to reducing the carbon emissions from its own activities by a minimum of 40% by 2015.

The scrutiny review was undertaken to assess whether the Council is on course to meet the following targets and objectives included in its Carbon Management Programme:

- To reduce CO₂ emissions by a minimum of 40% reduction from the Council's 2008/09 baseline of 104,000 tonnes by 2015.
- To deliver savings in energy costs of at least 20% against Business as Usual predictions by 2015.
- To quantify the direct carbon emissions from the Council's activities and allocate ownership of those emissions to Service Groupings and services by 2012 to allow emissions reduction targets and carbon budgets to be included in Service Plans and monitored by 2013.

- To create a 'low carbon culture' within the Council by raising awareness, providing formalised training and gaining support from staff and senior management.

Savings in CO₂ that count towards the Carbon Management Plan include savings arising from:

- Reductions in energy consumption as a result of better practices, improvements in efficiency of plant and equipment or using alternative sources of fuel.
- Renewable energy generation, where the energy is used on the site where it is produced, including when Feed in Tariff or Renewable Heat Incentives are claimed – biomass boilers, wind turbines, solar panels etc

The Review Group has considered the Council's Carbon Management Programme, its carbon emissions since 2008/09 and comparisons with other local authorities, energy costs, the capital projects being developed and implemented to help save energy and reduce emissions, the eco-champions network to promote environmentally positive behaviour, the school carbon reduction programme and the progress being made with regard to Service Groups taking responsibility for their own emissions. Evidence for the review was gathered via a Working Group in the form of presentations from Officers of Durham County Council. The recommendations from the review are set out below:

Recommendation 1

That Cabinet notes the importance of a corporate and co-ordinated approach in relation to reducing carbon emissions. This approach is facilitated through the Council's Carbon Management Programme Board and in order to continue to fulfil this function, Service Groups should proactively engage with the Board to ensure a joined up and planned approach.

The Council's Carbon Management Programme Board provides a corporate and co-ordinated approach in relation to reducing carbon emissions. Members of the Carbon Capital and Revenue Project Boards are individually answerable to the Senior Responsible Officer for their areas of responsibility and delivery within the programme. The Carbon Capital Projects Board deals with the difficult, high cost solutions involving construction and new technology, and the Carbon Revenue Projects Board deals with the 'softer' options, such as School Carbon Reduction Programme, the Eco-Champions network and low cost solutions, such as more energy efficient working practices. Both Boards need to be updated on a regular basis on any work/strategies that are being progressed by Service Groups that could effect carbon emissions.

Recommendation 2

That in view of the recent increases in energy prices, the Council /Cabinet continues to explore opportunities to 'invest to save' that will result in significant reductions in energy consumption and carbon emissions and ultimately lead to savings and efficiencies. Consideration also needs to be given to whether schemes should be undertaken that provide the opportunity for large scale carbon reduction, but do not meet the usual financial pay back criteria.

The Council is, despite financial pressures, continuing to develop and undertake, through prudent borrowing, a number of 'invest to save' schemes, such as the Building Energy Efficiency Retrofits and the installation of biomass boilers, solar panels and an evaporative cooling system, to significantly reduce future energy costs and carbon emissions.

Many of the projects are new for local authorities such as Building Energy Efficiency Retrofit, and the past three years has been particularly challenging with regard to proving that the new concepts will work, finding the required funding and developing and procuring the technologies. Priority is currently being given to those projects which offer the best return on investment. As more projects are delivered typical pay back periods will increase.

Recommendation 3

That the Council's Elected Members be provided with detailed information on any trials/schemes in relation to street lighting in their area, prior to residents being notified.

Street Lighting accounts for over 18,000 tonnes of the Council's carbon emissions and energy costs of £4.1m. per annum. A number of initiatives are currently being trialled or investigated such as dimming, trimming and switching off, and an 'invest to save' bid is being developed to retrofit or replace as deemed necessary 41,000 street lights with LEDS and include them in a centrally managed system. The aim is to save in the region of 7,500 tonnes of carbon per year.

Members acknowledged that the trial/proposed schemes would make a significant contribution to meeting the 40% carbon reduction target and reduce energy costs, however they requested that ward councillors receive detailed information on any trial /scheme in relation to street lighting in their area as they were often the first port of call for queries or concerns from residents.

Recommendation 4

That the drive to recruit more eco champions to promote simple energy saving changes continues and that consideration be given to the possibility of providing Elected Members with information on the Council's Carbon Management Programme as part of the corporate induction programme and seeking volunteers from Elected Members to act as Eco Champions.

An Eco-Champions network has been established to raise awareness of how everyone can reduce carbon emissions through simple changes in their working practices such as using natural light whenever possible, opening window blinds, switching off lights. The network was re-organised and re-vitalised in March this year. The Champions now attend Management Teams, Service Groups, Tier 4 Manager meetings. The number of Eco-Champions in the authority is increasing and the Sustainability, Carbon and Climate Change Team is still actively trying to recruit more volunteers and it may be that some Elected Members, may be after receiving some information on carbon reduction as part of their corporate induction, might be interested in volunteering to be champions.

Recommendation 5

That in relation to the need to reduce business travel, consideration be given to making more use of innovative technology such as skype, telephone conferencing, video conferencing and promoting the availability of 'hot desks at council offices throughout the county.

The Council's business travel has increased. Comparisons between 2011/12 and 2012/13 for quarter 1 show that although some Service Groups have reduced their mileage, overall mileage has increased by 3.5%. The Council has set itself targets of reducing a car business mileage for each Service Group by a minimum of 10% for 2012/2013 from a 2011/2012 baseline, and implementing a Grey Fleet Policy by March 2013. A grey fleet vehicle is one, which is employee owned and is used for work related journeys.

The policy will set out the Council's expectations with regard to business travel. The Council is currently encouraging the use of both private and pool bicycles. In May 2012, it published a cycling for business policy and guidance. Officers who use their own cycles are able to claim a mileage allowance of 15p per mile.

Making more use of innovative technology such as skype and telephone conferencing, and promoting the availability of the 'hot desks' at council offices throughout the county, could also help to reduce business mileage. Telephone and video conferencing are projects that the Yorkshire Dales National Park Authority, winner of the LGA Low Carbon Council Award 2012, has invested in. The Mytel telephone system which is currently being installed across the Council, allows telephone conference calls to be made. Hot desks are currently available at council offices at Barnard Castle, Consett, Crook, Durham, Seaham and Spennymoor.

Recommendation 6

That the Committee continues monitors the progress being made to achieve the Council's carbon reduction targets through the current quarterly performance monitoring reports and receives regular updates by members of Council's Sustainability, Carbon and Climate Change Team and Carbon Management Programme Board.

In line with the Council's Carbon Management Plan, all Heads of Service are now responsible for reducing emissions from their service. The 2012-16 Service Improvement Plans include actions to mitigate the impact of climate change by reducing carbon emissions. These actions are currently monitored corporately, on an exception basis, as part of the Council's quarterly performance reporting process. However, both the Carbon Management Programme Board and the Council's Environment and Sustainable Communities Overview and Scrutiny Committee need to receive regular detailed information on the progress being made by Service Groups.

Recommendation 7

That all staff and Elected Members be made aware of the Council's carbon reduction targets, the financial impact of energy use and the savings that can be made by using energy more effectively. This could be achieved through training sessions and the Council's performance appraisal scheme – focussing on staff actions/achievements that protect the County's environment and mitigate the effects of climate change.

As carbon management is the responsibility of every department and an integral part of the Council Plan, all staff need to be made aware of both the Council's and their own Service Group's targets, what the benefits are and how they can contribute to meeting these targets. A Managers' handbook is currently being developed by the Sustainability, Carbon and Climate Change Team to assist with process and ensure a consistent approach. It is scheduled for release in summer 2013. Arrangements are now in place for new staff to receive training on CO₂ reduction as part of their induction programme, organised by the Council's Human Relations and Organisation Development Section, however existing staff and newly elected councillors also need training/briefing.

Recommendation 8

That a systematic review of the report and progress should be undertaken six months after its consideration by Cabinet.

Who are the main stakeholders: General public / Employees / Elected Members / Partners/ Specific audiences/Other (please specify) –

Employees and Elected Members

Is a copy of the subject attached? Yes

If not, where could it be viewed?

Initial screening

Prompts to help you:

Who is intended to benefit and how? Could there be a different impact or outcome for some groups? Is it likely to affect relations between different communities or groups, for example if it is thought to favour one particular group or deny opportunities for others? Is there any specific targeted action to promote equality?

Is there an actual/potential negative or positive impact on specific groups within these headings?

Indicate : Y = Yes, N = No, ?=Unsure

Gender	N	Disability	N	Age	N	Race/ethnicity	N	Religion or belief	N	Sexual orientation	N
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How will this support our commitment to promote equality and meet our legal responsibilities?

Reminder of our legal duties:

- Eliminating unlawful discrimination & harassment
- Promoting equality of opportunity
- Promoting good relations between people from different groups
- Promoting positive attitudes towards disabled people and taking account of someone's disability, even where that involves treating them more favourably than other people
- Involving people, particularly disabled people, in public life and decision making

Positive benefits can be gained for younger/older, low income families for example single parents, pensioners and people with disabilities, through trying to tackle fuel poverty by the installation of renewable energy technologies.

What evidence do you have to support your findings?

The Review found that the Council was currently midway through its five year Carbon Management Programme and during those years has focussed its attention on building the foundations on which to reduce emissions in the future. It has reduced carbon emissions from its own activities by 9% from its 2008/09 baseline of 105,816 tonnes, against a target of 14% for the period. Emissions have decreased each year, and when compared with other local authorities in the north east, the Council is performing well. Unfortunately, the weak economic climate, coupled with the cold weather experienced during the past few years has slowed the CO₂ emission reduction nationally.

With regard to energy costs, the Council has saved more than £2.75 million in 2011/12, when compared to business as usual and is, despite financial pressures, continuing to develop and undertake, through prudential borrowing, a number of 'invest to save' schemes, such as the Building Energy Efficiency Retrofits and the installation of biomass boilers, solar panels and an evaporative cooling system. These schemes will significantly reduce future energy consumption and carbon emissions. Priority is currently being given to those projects which offer the best return on investment, however as more projects are delivered typical pay back periods will increase. A number of initiatives are currently being trialled or investigated in relation to street lighting such as dimming, trimming and switching off and an invest to save bid is being developed to retrofit and/or replace, as deemed necessary, 41,000 lights with LEDs and include them in a centrally managed system to save in the region of 7,500 tonnes of carbon per year.

An Eco-Champions network has been established to raise awareness of how everyone can reduce carbon emissions through simple changes in working practices. Reducing the Council's business mileage and office energy consumption are two areas which the champions are currently focussing on.

In relation to business travel, the Council has set itself the target of reducing car business mileage by at least 10% in the current financial year. It is also looking to implement a Grey Fleet Policy and undertake a multi-skilling training programme for repairs and maintenance employees, which would reduce the amount of travelling between sites. Neighbourhood Services Service Plan also includes reviewing the possibilities for moving to alternative powered vehicles and providing fuel efficient pool vehicles at major depots. The Council is currently encouraging the use of both private and pool bicycles. In May 2012, it published a cycling for business policy and guidance. Officers who use their own cycles are able to claim a mileage allowance of 15p per mile.

Schools in the County account for approximately 54% of the emissions from Council buildings. Although the Council does not have direct control over the energy used in the county's schools and academies, their carbon savings count towards meeting the 40% carbon reduction target. The Council is also responsible for their carbon footprint through the Carbon Reduction Commitment (CRC) Energy Efficiency Scheme (a mandatory carbon emissions trading scheme, which commenced in 2010 and applies to almost all local authorities as well as many private companies.) The School Carbon Reduction Programme (based on adapted resources from the national Carbon Trust best practice programme), is raising awareness of energy issues and carbon emissions. In 2012/13, 234 schools will receive support from the Programme, which should result in even greater savings, thus releasing for more funds for curricular resources or facilities.

With regard to energy consumption in new school buildings, the Council has achieved an outstanding BREEAM (British Research Establishment Environmental Assessment Method) rating in respect of Brandon and Esh Winning Primary schools; the most sustainable buildings in the Council's property portfolio and a 'first' nationally.

In line with the Council's Carbon Management Plan, all Heads of Service are now responsible for reducing emissions from their service. All Service Groups list actions aimed at reducing the Council's carbon emissions in their 2012 -16 Service Improvement Plans, and for 2013/14 they will have carbon budgets for car business mileage and fleet mileage. The Service Improvement Plans for 2013 – 17 will also include targets and actions to reduce carbon emissions.

Decision: Proceed to full impact assessment – Impact assessments will be carried out for any projects emerging from the recommendations **Date:** November 2012

If you have answered 'No' you need to pass the completed form for approval & sign off.

Section two: Identifying impacts and evidence- Equality and Diversity

Section overview: this section identifies whether there are any impacts on equality/diversity/cohesion, what evidence is available to support the conclusion and what further action is needed.

	Identify the impact: does this increase differences or does it aim to reduce gaps for particular groups?	Explain your conclusion, including relevant evidence and consultation you have considered.	What further action is required? (Include in Sect. 3 action plan)
Gender			
Age			
Disability			
Race/Ethnicity			
Religion or belief	-		
Sexual orientation	-		

How will this promote positive relationships between different communities?

Section three: Review and Conclusion

Summary: please provide a brief overview, including impact, changes, improvements and any gaps in evidence.

Action to be taken	Officer responsible	Target Date	In which plan will this action appear
Systematic review of all recommendations July 2013	Overview and Scrutiny Officer	July 2013	Overview and Scrutiny Service Improvement Plan
When will this assessment be reviewed?	Date: July 2013		
Are there any additional assessments that need to be undertaken in relation to this assessment?	No		
Lead officer – sign off:			Date: 17 th December 2012
Service equality representative - sign off:			Date:

Please email your completed Impact Assessment to the Equality team - equalities@durham.gov.uk.

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Cabinet**16 January 2013**

**Mid-Year Report for the period to
30 September 2012 on Treasury
Management Service**

**Report of Corporate Management Team
Don McLure, Corporate Director Resources
Councillor Alan Napier, Cabinet Portfolio Holder for Resources**

Purpose of the Report

- 1 The regulatory framework of treasury management requires the Council to receive a mid year treasury review, in addition to the forward looking annual treasury strategy and backward looking performance against the previous annual treasury strategy.
- 2 As well as meeting the above requirement this report also incorporates the needs of the 'Prudential Code', which can be regarded as being best operational practice, to ensure adequate monitoring of the capital expenditure plans and the Council's prudential indicators (PIs). The treasury strategy and PIs were previously reported to Council as part of the Medium Term Financial Plan 2012/13 – 2015/16 on 22 February 2012.
- 3 The purpose of the report also supports the objective in the revised CIPFA Code of Practice on Treasury Management and the Communities and Local Government Investment Guidance. These state that Members should receive and scrutinise the treasury management service.

Background**Economic Update and Forecast Outlook**

- 4 Economic sentiment, in respect of the prospects for the UK economy to recover swiftly from recession, suffered a major blow in August when the Bank of England substantially lowered its expectations for the speed of recovery and rate of growth over the coming months and materially amended its forecasts for 2012 and 2013. It was noted that the UK economy is heavily influenced by worldwide economic developments, particularly in the Euro zone, and that on-going negative sentiment in that area would inevitably permeate into the UK's economic performance.
- 5 With regard to the Euro zone now, investor confidence remains weak because successive "rescue packages" have first raised, and then repeatedly disappointed, market expectations. However, the uncertainty created by the continuing Euro zone debt crisis is having a major effect in undermining

business and consumer confidence not only in Europe and the UK, but also in America and the Far East/China.

- 6 In the UK, consumer confidence remains very depressed with unemployment concerns, indebtedness and a squeeze on real incomes from high inflation and low pay rises, all taking a toll. Whilst inflation has fallen considerably (CPI @ 2.6% in July), UK GDP fell by 0.5% in the quarter to 30 June, the third quarterly fall in succession. This means that the UK's recovery from the initial 2008 recession has been the worst and slowest of any G7 country apart from Italy (G7 = US, Japan, Germany, France, Canada, Italy and UK). It is also the slowest recovery from a recession of any of the five UK recessions since 1930 and total GDP is still 4.5% below its peak in 2008.
- 7 This weak recovery has caused social security payments to remain elevated and tax receipts to be depressed. Consequently, the Chancellor's plan to eliminate the annual public sector borrowing deficit has been pushed back further into the future. The Monetary Policy Committee has kept Bank Rate at 0.5% throughout the period while quantitative easing was increased by £50bn to £375bn in July. In addition, in June, the Bank of England and the Government announced schemes to free up banking funds for business and consumers.
- 8 On a positive note, despite all the bad news on the economic front, the UK's sovereign debt remains one of the first ports of call for surplus cash to be invested in and gilt yields, prior to the European Central Bank (ECB) bond buying announcement in early September, were close to zero for periods out to five years and not that much higher out to ten years.

Forecast of Treasury Advisors (Sector)

- 9 Sector's view is that the risks in economic forecasts continue unabated from the previous treasury strategy. Concern has been escalating that the Chinese economy is heading for a 'hard landing', rather than a gentle slowdown, while America is hamstrung by political deadlock which prevents a positive approach to countering weak growth. Whether the re-election of President Obama in November will remedy this deadlock is debatable but urgent action will be required early in 2013 to address the US debt position. On 13 September the Federal Reserve announced an aggressive stimulus programme for the economy with a third round of quantitative easing focused on boosting the stubbornly weak growth in job creation, and this time with no time limit. They also announced that it was unlikely that there would be any increase in interest rates until at least mid 2015.
- 10 Euro zone growth will remain weak as austerity programmes in various countries curtail economic recovery. A crunch situation is rapidly developing in Greece as it has failed yet again to achieve deficit reduction targets and so may require a third bail out. There is the distinct possibility that some of the northern European countries could push for the ejection of Greece from the Euro zone unless its financial prospects improve, which does not seem likely at this juncture. A financial crisis was also rapidly escalating over the situation in Spain. However, in early September the ECB announced that it would purchase unlimited amounts of shorter term bonds of Euro zone countries which have formally agreed the terms for a bailout. Importantly, this support

would be subject to conditions (which have yet to be set) and include supervision from the International Monetary Fund. This resulted in a surge in confidence that the Euro zone has at last put in place the framework for adequate defences to protect the Euro. However, it remains to be seen whether the politicians in charge of Spain and Italy will accept such loss of sovereignty in the light of the verdicts that voters have delivered to the politicians in other peripheral countries which have accepted such supervision and austerity programmes. The Euro zone crisis is therefore far from being resolved as yet. The immediate aftermath of this announcement was a rise in bond yields in safe haven countries, including the UK. Nevertheless, this could prove to be as short lived as previous “solutions” to the Euro zone crisis.

- 11 The Bank of England Quarterly Inflation Report in August pushed back the timing of the return to trend growth and also lowered its inflation expectations. Nevertheless, concern remains that the Bank’s forecasts of a weaker and delayed robust recovery may still prove to be over optimistic given the world headwinds the UK economy faces. Weak export markets will remain a drag on the economy and consumer expenditure will continue to be depressed due to a focus on paying down debt, negative economic sentiment and job fears. The Coalition Government, meanwhile, is likely to be hampered in promoting growth by the requirement of maintaining austerity measures to tackle the budget deficit.
- 12 The overall balance of risks is, therefore, weighted to the downside:
 - Sector expects low growth in the UK to continue, with Bank Rate unlikely to rise in the next 24 months, coupled with a possible further extension of quantitative easing. This will keep investment returns depressed.
 - The expected longer run trend for PWLB borrowing rates is for them to eventually rise, primarily due to the need for a high volume of gilt issuance in the UK and the high volume of debt issuance in other major western countries. However, the current safe haven status of the UK may continue for some time, tempering any increases in yield.
 - This interest rate forecast is based on an assumption that growth starts to recover in the next three years to a near trend rate (2.5%). However, if the Euro zone debt crisis worsens as a result of one or more countries having to leave the Euro, or low growth in the UK continues longer, then Bank Rate is likely to be depressed for even longer than in this forecast.

Sector's Interest Rate Forecast

	Dec-12	Mar-13	Jun-13	Sep-13	Dec-13	Mar-14	Jun-14	Sep-14	Dec-14	Mar-15	Jun-15	Sep-15	Dec-15	Mar-16
BANK RATE	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.75	1.00	1.25	1.50	1.75
3 month LIBID	0.50	0.50	0.50	0.50	0.50	0.50	0.60	0.60	0.70	0.80	1.10	1.40	1.70	1.90
6 month LIBID	0.70	0.70	0.70	0.70	0.70	0.70	0.80	0.90	1.00	1.10	1.30	1.60	1.90	2.20
12 month LIBID	1.00	1.00	1.00	1.00	1.00	1.10	1.10	1.20	1.30	1.30	1.50	1.80	2.10	2.40
5yr PWLB	1.50	1.50	1.50	1.60	1.60	1.70	1.70	1.80	2.00	2.20	2.30	2.50	2.70	2.90
10yr PWLB	2.50	2.50	2.50	2.60	2.60	2.70	2.70	2.80	3.00	3.20	3.30	3.50	3.70	3.90
25yr PWLB	3.70	3.80	3.80	3.80	3.80	3.90	3.90	4.00	4.10	4.30	4.40	4.60	4.80	5.00
50yr PWLB	3.90	4.00	4.00	4.00	4.00	4.10	4.10	4.20	4.30	4.50	4.60	4.80	5.00	5.20

- 13 The above Sector forecasts for PWLB rates incorporate the introduction of the PWLB certainty rate in November 2012 which has reduced PWLB borrowing rates by 0.20% for most local authorities, including Durham.

Treasury Management Strategy Statement and Investment Strategy Update

- 14 The Treasury Management Strategy Statement (TMSS) for 2012/13 was approved by the Council on 22 February 2012.
- 15 The underlying previously approved TMSS required revision in the light of economic and operational movements during the year. The revisions were reported and agreed by Council on 19 September 2012. The first revision increased the monetary limit for the 'Banks 2' category (part-nationalised) from £50m to £60m. The only other amendment agreed by Council was to give delegated power to the Corporate Director Resources in consultation with the Cabinet Portfolio Holder for Resources to amend counterparty monetary and time limits.
- 16 The amended table of approved time and monetary limits that we have been operating within following the above revision is shown at Appendix 2.

Capital Expenditure

- 17 This table shows the revised estimates for capital expenditure and the changes since the capital programme was agreed by Council.

Capital Expenditure by Service	2012/13 Original Estimate (£m)	2012/13 Approved Revisions (£m)	2012/13 Revised Estimate (£m)
Assistant Chief Executive	3.703	-1.270	2.433
Children and Adults Services	98.639	-2.330	96.309
Neighbourhoods	29.867	2.396	32.263
Regeneration and Economic Development	43.079	12.126	55.205
Resources	22.148	-18.190	3.958
Other	0	0.153	0.153
Total General Fund	197.436	-7.115	190.321
HRA	44.854	0.890	45.744
Total GF and HRA	242.290	-6.225	236.065

- 18 Taking into account slippage from the 2011/12 capital programme, additional approved grant funded expenditure and reprofiling into future years, the revised capital expenditure budget for the General Fund is £190.321m and for HRA is £45.744m.
- 19 Details of the individual capital projects and scheme funding can be found in the Quarter 2 Forecast of Revenue and Capital Outturn 2012/13 for General Fund and Housing Revenue Account – Period to 30 September 2012 report presented to Cabinet on 14 November 2012.

Impact of Capital Expenditure Plans

- 20 The table below draws together the main strategy elements of the capital expenditure plans, highlighting the original supported and unsupported elements of the capital programme, and the expected financing arrangements of this capital expenditure. The borrowing element of the table increases the underlying indebtedness of the Council by way of the Capital Financing Requirement (CFR). This will be reduced in part by revenue charges for the repayment of debt which is known as the Minimum Revenue Provision.
- 21 On the General Fund the underlying borrowing requirement has been revised down by £0.375m.

Capital Expenditure	2012/13 Original Estimate (£m)	2012/13 Revised Estimate (£m)
General Fund	197.436	190.321
Financed by:		
Capital receipts	21.608	21.604
Capital grants	85.490	80.188
Capital Reserves	1.230	0.535
Revenue	4.196	3.457
Total Financing	112.524	105.784
Borrowing Need	84.912	84.537

- 22 On the HRA has the underlying borrowing requirement has been revised down by £0.110m.

Capital Expenditure	2012/13 Original Estimate (£m)	2012/13 Revised Estimate (£m)
HRA	44.854	45.744
Financed by:		
Capital receipts	0.525	0.525
Capital grants	30.158	30.158
Capital Reserves	0	0
Revenue	4.922	5.922
Total Financing	35.605	36.605
Borrowing Need	9.249	9.139

Capital Financing Requirement

- 23 The table shows the capital financing requirement (CFR), which is the underlying external need to borrow for a capital purpose.

	2011/12 Outturn Position (£m)	2012/13 Original Estimate (£m)	2012/13 Revised Estimate (£m)
CFR – Non Housing	353.472	449.447	423.016
CFR – Housing	225.663	240.314	234.802
Total CFR	579.136	689.761	657.818

Borrowing Strategy

- 24 The CFR shown above indicates the requirement for the Council to borrow to support its capital activities. This borrowing can be in the form of external sources (e.g. PWLB) or internal resources (e.g. use of reserves, working capital).
- 25 The Corporate Director Resources, under delegated powers, will adopt the most appropriate form of borrowing depending on the prevailing interest rates at the time.
- 26 Due to the overall financial position and the underlying need to borrow, additional external loans of £20m were arranged from the PWLB during the period as follows:

Ref.	Value	Interest Rate	Date of Loan	Maturity date
PWLB 501272	£10m	3.01%	21 May 2012	15 November 2022
PWLB 501346	£10m	2.89%	12 June 2012	7 December 2023

- 27 The overall borrowing position at 30 September 2012 was £435m, of which £212m relates to the General Fund and £223m to the Housing Revenue Account.
- 28 It is anticipated that further loans could be arranged during 2012/13 financial year, should market conditions prove advantageous.

Limits to Borrowing Activity

- 29 The first key control over the treasury activity is a Performance Indicator (PI) to ensure that over the medium term, net borrowing (borrowings less investments) will only be for a capital purpose. Net external borrowing should not, except in the short term, exceed the total of CFR in the preceding year plus the estimates of any additional CFR for 2012/13 and next two financial years. This allows some flexibility for limited early borrowing for future years. The Council has an approved policy for borrowing in advance of need, and this will be used if it is considered prudent.

- 30 The Corporate Director Resources reports that no difficulties are envisaged for the current or future years in complying with this PI. The table below summarises the position.
- 31 A further PI controls the overall level of borrowing. This is the Authorised Limit which represents the limit beyond which borrowing is prohibited, and needs to be set and revised by Members. It reflects the level of borrowing which, while not desired, could be afforded in the short term, but is not sustainable in the longer term. It is the expected maximum borrowing need with some headroom for unexpected movements. This is the statutory limit determined under section 3 (1) of the Local Government Act 2003.

Authorised limit for external debt	2012/13 Original Indicator (£m)	2013/14 Original Indicator (£m)	2014/15 Original Indicator (£m)
Borrowing	722.710	737.658	743.558
Other long term liabilities	50.000	50.000	50.000
Total	772.710	787.658	793.558

Investment Portfolio

- 32 In accordance with the Code, it is the Council's priority to ensure security of capital and liquidity, and to obtain an appropriate level of return which is consistent with the Council's risk appetite. As set out in Paragraphs 4 to 8, it is a very difficult investment market in terms of earning the level of interest rates commonly seen in previous decades as rates are very low and in line with the 0.5% Bank Rate. The continuing Euro zone sovereign debt crisis, and its potential impact on banks, prompts a low risk and short term strategy. Given this risk adverse environment, investment returns are likely to remain low.
- 33 The Council held £142m of investments at 30 September 2012, and the constituent parts of the investment position are:

Sector	Country	0-3 months	3-6 months	6-12 months
Banks	UK	51	9	69
Building Societies	UK	9	4	0
Local Authorities	UK	0	0	0
Total	£142m	60	13	69

- 34 As set out earlier in the report, it is a very difficult investment market in terms of earning the level of interest rates commonly seen in previous decades as rates are very low and in line with the 0.5% Bank Rate. The continuing Euro zone sovereign debt crisis, and its potential impact on banks, prompts a low risk and short term strategy. Given this risk adverse environment, investment returns are likely to remain low.
- 35 The investment portfolio yield for the first six months of the year is 1.57% against a benchmark 7 day London Inter Bank Bid Rate (the rate at which banks take deposits from each other) yield of 0.43%.
- 36 The original budgeted investment return for 2012/13 was £0.577m, however it is now expected that this will be exceeded by around £0.848m.

Icelandic Deposits

- 37 The County Council had £7m deposited across the Icelandic banks Glitnir Bank hf (£4m), Landsbanki (£2m) and Kaupthing Singer and Friedlander Ltd (£1m), which all effectively collapsed financially in October 2008.
- 38 The Council's recovery position at 30 September 2012 is as follows:
- Glitnir: a full distribution was made in March 2012, however an element of the distribution is in the Icelandic Kroner currency, which has been placed in an escrow account in Iceland due to currency controls currently operating in the country. As a result this element is subject to exchange rate risk, over which the Council has no control. The Council has made an impairment of 4% to allow for currency fluctuations.
 - Landsbanki: 43% of an anticipated 100% recovery has been repaid. Again, a small element of the distribution is in Icelandic Kroner which has been placed in an escrow account in Iceland due to currency controls and is subject to exchange rate risk.
 - Kaupthing Singer and Friedlander: 73% of the outstanding balance has been repaid. 83.5% recovery is anticipated in the long run.
- 39 A full update regarding the recovery position was provided to County Council on 19 September 2012 in the Treasury Management Outturn 2011/12 report.

Recommendations

- 40 It is recommended that Members:
- i. Note the contents of the mid-year review report
 - ii. Approve the time and monetary limits for investments shown in the table at Appendix 2

Contact:	Ian Small	Tel:	03000 261859
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Appendix 1: Implications

Finance -

Details of the overall financing of the Council's anticipated capital expenditure, along with forecast borrowing and investment income returns are provided in the report.

Staffing –

None

Risk –

None

Equality and Diversity / Public Sector Equality Duty –

None

Accommodation -

None

Crime and Disorder -

None

Human Rights -

None

Consultation -

None

Procurement -

None

Disability issues -

None

Legal Implications –

None

Appendix 2: Revised Time and Monetary Limits Table

	Long Term Rating	Money Limit	Time Limit
Banks 1 category high quality	AA	£50m	1yr
Banks 1 category medium quality	A	£25m	3 months
Banks 2 category part nationalised	N/A	£60m	1yr
Banks 3 category Council's banker	A-	£25m	3 months
DMADF/Treasury Bills	AAA	unlimited	6 months
Other Local Authorities	N/A	£10m per authority	1yr
Money Market Funds	AAA	£10m	1 year

Cabinet

16 January 2013

NHS reforms and the transfer of public health functions to Durham County Council



Report of Corporate Management Team

Rachael Shimmin, Corporate Director of Children & Adults Services

Anna Lynch, Director of Public Health County Durham

Councillor Lucy Hovvels, Cabinet Portfolio Holder for Safer and Healthier Communities

Councillor Morris Nicholls, Cabinet Portfolio Holder for Adult Services

Councillor Claire Vasey, Cabinet Portfolio Holder for Children & Young People's Services

Purpose of Report

1. The purpose of this report is to provide an update on recent developments in relation to NHS reforms, including the transfer of public health functions to Durham County Council from NHS County Durham.

Background

2. During 2012, Cabinet was presented with two separate quarterly reports on NHS reforms and public health respectively. These reports provided details on significant policy developments in relation to the wider NHS reforms and the transfer of public health functions to local authorities.
3. A significant amount of work has been carried out in all of these areas and good progress has been made. This report focuses on the lead up to 1st April 2013 and incorporates developments related to both the wider NHS reforms and public health.
4. From April 2013, Strategic Health Authorities and Primary Care Trusts will be abolished, Clinical Commissioning Groups will take responsibility for health care budgets for their local communities, a statutory Health and Wellbeing Board will be in place for County Durham, and Local Healthwatch will be established to give local people a say in how health and social care services are provided.
5. From 1st April 2013, Durham County Council will have a role across the three domains of public health (health improvement, health protection and health services) and, in addition to improving the health of local people, will have new functions to ensure that NHS commissioners are provided with public health advice.

6. Government key milestones can be found in Appendix 2.

National Developments

7. All of the 211 emerging Clinical Commissioning Groups in England have now submitted their applications for authorisation to take on their clinical commissioning responsibilities.
8. The Department of Health has informed Clinical Commissioning Groups about their responsibilities for NHS continuing healthcare (CHC) from April 2013 and about implementing personal health budgets.
 - By April 2013, CCGs will need to deliver on their statutory duties for NHS CHC, including clinical, legal and managerial skills in relevant areas.
 - Personal health budgets are still being piloted and evaluated nationally; however, from April 2014, people who are eligible for CHC will have a right to ask for a personal health budget.
9. The first Mandate between the Government and the NHS Commissioning Board, setting out the ambitions for the health service for the next two years, was published on 13th November 2012. The Mandate reaffirms the government's commitment to an NHS which remains comprehensive and universal and is able to meet patients' needs and expectations now and in the future.
10. In November 2012, the Department of Health published 'Improving health and care: the role of the outcomes frameworks', which set out how the three outcomes frameworks for Adult Social Care, Public Health and the NHS work together to achieve the desired outcomes for the health and care system. This is the first time that the three outcomes frameworks have been refreshed and published simultaneously.
11. In October 2012, the Local Government Association produced two documents:
 - '*Establishing Local Healthwatch*' - a series of briefings to assist local authorities and their partners in local communities and the NHS to support the commissioning, setting up and early development of local Healthwatch
 - '*Making an impact with Healthwatch*' – a discussion paper which considered the impact that Healthwatch should make and how it might need to work in order to succeed
12. In December 2012, the draft regulations for Local Healthwatch were laid in Parliament. The government's aim is for local Healthwatch to hold commissioners and providers of services to account, acting as a critical friend to help bring about improvements. There is a duty of service on providers to allow Local Healthwatch to enter their premises to observe the activities being carried out.
13. In October 2012, the Department of Health issued guidance on the role, responsibilities and appointment of directors of public health, together with a fact sheet reaffirming local government responsibilities from April 2013.
14. In December 2012, The NHS Bodies and Local Authorities (Partnership Arrangements, Care Trusts, Public Health and Local Healthwatch) Regulations

2012 were laid before Parliament. These regulations include the responsibilities of Directors of Public Health, dental public health functions of local authorities and complaints about public health functions of local authorities.

15. Public Health England has appointed 8 board directors and work is progressing to set up the new organisation, which begins its work in shadow form in early January 2013 and takes on statutory responsibility from 1 April 2013. Recruitment for the regional directors and centre directors is currently underway.
16. There is regional variation in the way community infection prevention and control services are currently delivered in England. In December 2012, the Department of Health advised that approximately half of the £25 million allocated for community infection prevention and control, which was to go to Public Health England, will be transferred to local government. Discussions are currently taking place regarding local arrangements for this function, which includes the prevention of infection through the correct use of hand cleaning, personal protective equipment, waste disposal and the safe use and disposal of sharp needled objects.
17. The NHS Commissioning Board (NHS CB) and the Department of Health have published a detailed agreement showing how the NHS CB will drive improvements in the health of England's population through its commissioning of certain public health services. The agreement delegates responsibilities to the NHS CB, provides ring-fenced funding of £1.8 billion for certain public health services and sets out the outcomes to be achieved. The NHS CB will be supported by Public Health England for the services included in the agreement:
 - National immunisation programmes
 - National routine screening programmes (non-cancer)
 - National routine cancer screening programmes
 - Children's public health services from pregnancy to age 5
 - Child health information systems
 - Public health services for people in prison and other places of detention
 - Sexual assault referral centres.

Regional Developments

18. All local authorities in the North East completed a public health self-assessment, led by the Local Government Association in October 2012. The main message was that implementation was well under way, with transition milestones being met and on target for completion. Concerns were however expressed over the ACRA funding formula and its implications on long term finance, information governance issues, such as access to NHS data, and the role of the North East Commissioning Support Service.
19. Work is in progress across the region regarding arrangements for Emergency Planning, Resilience and Response. Testing took place as part of Operation Silverstone on Teesside on 7th November 2012 and Exercise Sentinel as part of a national testing exercise. A report is awaited from the Department of Health on the results of the testing exercises.

20. In December 2012, Professor Paul Johnstone was appointed Regional Director for Public Health England (North of England) and his role will include supporting the five new Public Health England Centres in the region.

Developments in County Durham

County Durham Shadow Health and Wellbeing Board

21. Recent changes to the membership of the Shadow Health and Wellbeing Board (SHWB) are outlined below:
 - Nicola Bailey (Chief Operating Officer Designate) will attend for North Durham Clinical Commissioning Group
 - Colin Burton from the Local Involvement Network will attend, until Local Healthwatch is established.

In addition, Mike Guy, Medical Director Designate from the NHS Commissioning Board Area Team will attend, particularly when discussions on the Joint Strategic Needs Assessment and the Joint Health and Wellbeing Strategy are scheduled to take place.

22. A PCT legacy and handover document and a separate public health legacy document are currently being produced; they will be presented to the Shadow Health and Wellbeing Board for agreement on 6th March 2013.
23. The forward work programme for the Shadow Health and Wellbeing Board includes the following:
 - Review commissioning intentions for Durham Dales Easington and Sedgefield CCG for 2013/14
 - Agree policy framework for Continuing Health Care
 - Agree strategy and funding for intermediate care - Care Closer to Home
 - An update on joint working arrangements for health and wellbeing in County Durham
 - Implement the JHWS through an action plan and performance management framework
 - Receive update regarding the establishment of Local Healthwatch
 - Agree final commissioning intentions for North Durham CCG for 2013/14

Constitutional Arrangements

24. The Health and Social Care Act 2012 requires each upper tier local authority to establish a Health and Wellbeing Board, to be treated as a committee appointed by the council under section 102 of the Local Government Act.
25. In October 2012, Durham County Council was involved in an engagement exercise with the Department of Health on issues relating to which elements of the current legislation for section 102 committees should be disapplied, modified or retained.
26. Following the engagement exercise, the Department of Health intends that the regulations will be laid before Parliament in January 2013 and will come into force on 1st April 2013.

27. The Department of Health has indicated that the current proposals include the following:
 - Core functions of the health and wellbeing board will remain within the collective ownership of the board
 - Sub-committee structures will be a matter for local determination
 - Political proportionality – this will be left to a local decision
 - Transparency – papers and minutes of the statutory health and wellbeing board will need to be publicly available
 - Voting rights – it is proposed that key members of the health and wellbeing board will be able to vote, as well as locally nominated members .
28. A report on changes required to the council's Constitution linked to the County Durham Health and Wellbeing Board will be presented to Cabinet on 13th March 2013.

Joint Strategic Needs Assessment and Joint Health and Wellbeing Strategy

29. The Shadow Health and Wellbeing Board agreed the first Joint Health and Wellbeing Strategy for County Durham on 8th November 2012. The Director of the NHS Commissioning Board Area Team for Durham, Darlington and Tees (Cameron Ward) was present at this meeting and provided positive feedback on the strategy.
30. On 12th December 2012, Cabinet received a report on the key messages from the Joint Strategic Needs Assessment 2012 and the Joint Health and Wellbeing Strategy 2013/17.
31. The Joint Health and Wellbeing Strategy will enable Durham County Council and Clinical Commissioning Groups' commissioning plans / intentions to be developed from April 2013. The Joint Health and Wellbeing Strategy objectives are as follows:
 - Children and young people make healthy choices and have the best start in life
 - Reduce health inequalities and early deaths
 - Improve the quality of life, independence and care and support for people with long term conditions
 - Improve mental health and wellbeing of population
 - Protect vulnerable people from harm
 - Support people to die in the place of their choice with the care and support that they need

Clinical Commissioning Groups

32. Clear and Credible Plans have been published by Durham Dales, Easington and Sedgefield Clinical Commissioning Group (DDES CCG) and North Durham CCG for a five year period from 2012/13 – 2016/17.
33. DDES CCG has the following key aims:
 - Improving the health of the populations of Durham Dales, Easington and Sedgefield
 - Making sure our children and young people have a better start in life
 - Tackling the challenges of an ageing and growing population

- Making services more accessible and responsive to the needs of our communities.
 - Managing our resources effectively and responsibly.
34. North Durham CCG has the following key aims :
- Improving the health status of the population
 - Addressing the holistic needs of the changing age profile of the population
 - Commissioning clinically effective, better quality services closer to home
 - Making the best use of public funds to ensure healthcare meets the needs of patients and is safe and effective.
35. The Adults Wellbeing and Health Overview and Scrutiny Committee was provided with presentations and information in relation to both CCG Clear and Credible Plans on 26th November 2012.
36. North Durham CCG presented its clinical commissioning intentions for 2013/14 to the Shadow Health and Wellbeing Board in November 2012; DDES CCG will present its clinical commissioning intentions for 2013/14 in January 2013. The clinical commissioning intentions for both CCGs have been aligned to the Joint Health and Wellbeing Strategy.
37. DDES CCG received authorisation in November 2012 from the NHS Commissioning Board. North Durham CCG has applied for authorisation in January 2013.
38. Durham County Council is working collaboratively with DDES CCG and North Durham CCG to develop a system-wide improvement to intermediate care services across the county – Care Closer to Home. The outcome of this work will be presented to the Shadow Health and Wellbeing Board in early 2013.

Local Healthwatch

39. Local Healthwatch will give citizens and communities a stronger voice to influence and challenge how health and social care services are provided within their locality.
40. Updated key milestones in the commissioning of Local Healthwatch in County Durham are as follows:
- Evaluate submissions from potential providers of Local Healthwatch – January 2013
 - Award contract to chosen Local Healthwatch provider – February 2013
 - Establish Local Healthwatch and decommission the Local Involvement Network (LINK) by 1st April 2013.

NHS complaints advocacy

41. The Independent Complaints Advocacy Service (ICAS) is a national service which supports people who wish to make a complaint about their NHS care or treatment. As part of the Health and Social Care Act 2012, local authorities must commission NHS complaints advocacy from any suitable provider (including local Healthwatch) from 1 April 2013.

42. Gateshead Borough Council is taking the lead commissioner role for the North East councils for the NHS complaints advocacy service.

Medical Examiner Role

43. Following the passing of the Health and Social Care Act 2012, responsibility for the provision of Medical Examiners will transfer from primary care trusts to local authorities from April 2014.
44. A medical examiner is a medically qualified government officer whose duty is to investigate (as necessary) deaths and injuries which occur under unusual or suspicious circumstances. The role of the medical examiner is to determine cause of death and issue death certificates, working with the coroner's office.
45. Issues in connection with the medical examiner role have been considered and a regional benchmarking exercise will be undertaken to look at options for a service model. Work will take place through the Association of North East Councils and consideration will be given to a regional options appraisal for different service models being developed:
- Direct provision of a standalone service
 - Commission the service from a healthcare provider which can assure independence
 - Integration with existing related services
 - Collaboration with neighbouring authorities to provide a combined service.
46. The Association of North East Councils has suggested that no further action is taken until guidance is received from the Department of Health on the recruitment and selection of medical examiners, which is expected late 2012 / early 2013.
47. A Durham County Council project group has been established, led by Legal and Democratic Services, to take this work forward.

Public Health Funding

48. On 19th December 2012, the Department of Health announced that it had not yet made a decision about public health budgets for local authorities from April 2013. Durham County Council had expected to receive its public health allocation for 2013/14 in December 2012. Further information is now expected from the Department of Health in early 2013.

Review of Public Health Contracts

49. Following the public health contract prioritisation process, a review of current contracts is taking place to determine how services will be commissioned from 1st April 2013. A workshop has already taken place with providers of public health services, with another planned for 28th January 2013.
50. The review process has begun for the following services:
- School nursing service (including national child measurement programme)
 - Health improvement service

- Sexual health improvement service, contraceptive and sexual health service and teenage pregnancy service
- Fresh Smoke Free North East office and Balance (alcohol) – both led regionally
- Domestic abuse and Child Independent Sexual Violence Advisor services

Role and responsibilities of the Director of Public Health within Durham County Council

51. In October 2012, the Department of Health issued guidance related to the role and responsibilities of Directors of Public Health from April 2013.
52. The role of the Director of Public Health is to:
 - Be the person who elected members and senior officers look to for leadership, expertise and advice on a range of issues, from outbreaks of disease and emergency preparedness through to improving local people's health and concerns around access to health
 - Know how to improve the population's health by understanding the factors which determine health and ill health, how to change behaviour and promote both health and wellbeing in ways that reduce inequalities in health
 - Provide the public with expert, objective advice on health matters
 - Be a statutory chief officer of the authority
 - Work through local resilience fora to ensure that effective and tested plans are in place for the wider health sector to protect the local population from risks to public health
 - Work with local criminal justice partners and Police and Crime Commissioners to promote safer communities
53. Within Durham County Council, the Director of Public Health will also:
 - Be an active member of the Health and Wellbeing Board, advising on and contributing to the development of Joint Strategic Needs Assessments and Joint Health and Wellbeing Strategy
 - Commission appropriate Public Health services accordingly
 - Take responsibility for the management of Durham County Council's public health services, with professional responsibility and accountability for their effectiveness, availability and value for money
 - Contribute to and influence the work of NHS commissioners, including Clinical Commissioning Groups, ensuring a whole system approach across the public sector
54. A report on delegated powers of authority for the Director of Public Health County Durham and changes to the council's Constitution will be presented to Cabinet in March 2013.

Transfer of public health functions and staff to Durham County Council

55. As previously agreed by Cabinet in March 2012, the public health functions to be transferred from NHS County Durham to Durham County Council will not take place until 1st April 2013.

56. A draft public health structure has been developed and will form part of the formal consultation process with staff, so that a final public health operating model can be agreed in early 2013.
57. Clarification is still awaited from the Department of Health on HR arrangements to be implemented under a 'transfer order' with regard to Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE) and / or the Cabinet Office Statement of Practice (COSOP).
58. In the meantime, an induction programme for public health staff has been agreed and initial induction sessions took place at County Hall on 20th November, 30th November and 4th December 2012. The programme will continue in January 2013 and be completed by the end of March 2013.
59. Transitional arrangements will be put in place during January to March 2013 to prepare for the relocation of public health staff to County Hall.

Recommendations

57. Cabinet is recommended to:
 - Agree that a further report regarding NHS reforms, including public health, will be provided to Cabinet in April 2013.
 - Note the developments relating to community infection prevention and control, to transfer to Durham County Council.
 - Note that a report on the revised Constitution, to include public health, will be provided to Cabinet in March 2013.

Contact: Peter Appleton, Head of Planning and Service Strategy, Children and Adults Services
Tel: 03000 267 381

Background Documents

There are no background documents for this report.

Appendix 1 - Implications

Finance – Durham County Council is to receive a ring-fenced budget for public health for 2013/14. For 2014/15 and beyond, the level of public health funding for County Durham may be reduced.

Staffing – Plans are currently underway to accommodate and support the public health staff transferring to Durham County Council from NHS County Durham.

Risk – Failing to establish a Health and Wellbeing Board as laid out in the Health and Social Care Act may leave Durham County Council open to legal challenge.

There are risks in the transfer of public health functions from NHS County Durham to Durham County Council. This is monitored by the DCC Receiver Group and the corporate risk assessment process, and due diligence is being carried out by Internal Audit and Risk to ensure that the necessary controls, evidence and quality assurance are in place.

Equality and Diversity / Public Sector Equality Duty – Under provisions in the Health and Social Care Act, the Secretary of State, the NHS Commissioning Board and Clinical Commissioning Groups will have a duty to reduce health inequalities.

Equality Impact Assessments are carried out as part of the development of the Joint Strategic Needs Assessment and Joint Health and Wellbeing Strategy.

Accommodation – Suitable accommodation has been agreed for the public health staff to be transferred to Durham County Council.

Crime and Disorder – The Joint Strategic Needs Assessment considers the wider determinants of health and wellbeing within a local authority's area, including crime and disorder issues and signposts to the Safe Durham Partnership Strategic Assessment.

The Director of Public Health County Durham will have a role to work with the Police and Crime Commissioner to promote safer communities.

Human Rights – There are no direct implications

Consultation – The government has consulted with patients and professionals on the NHS reforms. The government continues to consult on key policy in relation to public health reform.

Local consultation in relation to the Joint Health and Wellbeing Strategy was undertaken between September and November 2012.

Procurement – The commissioning of public health services from 1st April 2013 is being considered as part of the DCC Receiver Group's transition plan.

Disability Discrimination Act – There are no direct implications.

Legal Implications – The Health and Social Care Bill received Royal Assent on 27th March 2012 and is now an Act of Parliament.

The Health and Social Care Act states that all upper tier local authorities must establish a Health and Wellbeing Board for their area - failing to enact a provision will have legal implications for Durham County Council.

Durham County Council's Constitution will be amended to ensure that it incorporates relevant future responsibilities from 1st April 2013 with regard to public health.

Appendix 2 - Key Milestones

Date	Key Milestones
January 2013	<p>PCT Clusters / Local Authorities will ensure final legacy and handover documents produced</p> <p>Public Health England business and operational plans published</p> <p>Completion of initial round of CCG assessments</p>
February 2013	<p>CCGs to work with partners in Health and Wellbeing Boards to ensure that commissioning plans fully reflect the local priorities in the Joint Health and Wellbeing Strategy</p>
April 2013	<p>SHAs and PCTs are abolished</p> <p>NHS Commissioning Board takes on its full functions</p> <p>Health Education England takes over SHAs' responsibilities for education and training</p> <p>NHS Trust Development Authority takes over SHA responsibilities for the foundation trust 'pipeline' and for the overall governance of NHS trusts</p> <p>Public Health England established as an executive agency of the Department of Health</p> <p>Full system of CCGs is established to take on budgetary responsibility - the NHS Commissioning Board will only authorise groups to take on their responsibilities if they are ready</p> <p>GP practices will be members of either an authorised clinical commissioning group, or a 'shadow' commissioning group</p> <p>Formal commissioning arrangements implemented between Public Health England, NHSCB, clinical commissioning groups and local authorities</p> <p>Public Health England to allocate ring-fenced budgets, weighted for inequalities, to local authorities to commission public health services</p> <p>Health and Wellbeing Boards assume statutory responsibilities</p> <p>Local authorities will have a duty to improve the health of their populations</p> <p>Local authorities and local Healthwatch will take formal responsibility for commissioning NHS complaints advocacy</p> <p>Local public health budgets allocated</p> <p>Personal budgets for ongoing social care granted</p>

	<p>Monitor's licensing regime is fully operational</p> <p>Local authorities take responsibility for Directors of Public Health and their functions</p> <p>Launch of Local Healthwatch</p>
April 2014	<p>The majority of remaining NHS trusts will be authorised as foundation trusts - if any trust is not ready, it will continue to work towards foundation trust status under new management arrangements</p> <p>Local Medical Examiner service transferred to local authorities</p>
April 2016	<p>Monitor's transitional powers of oversight over foundation trusts will be reviewed</p>

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Cabinet

16 January 2013



**Annual Report of Local Safeguarding
Children Board 2012/13**

Report of Corporate Management Team

Rachael Shimmin, Corporate Director Children and Adults Services

**Councillor Claire Vasey, Cabinet Portfolio Holder for Children and
Young People Services**

Purpose

1. The Purpose of this report is to share the Annual Report of the Local Safeguarding Children Board with cabinet for information

Background and statutory requirements

2. The LSCB has, since its inception produced an annual report to advise partners and key stakeholders of its key activities, achievements and priorities for the coming year.

Current Position

3. Since April 2011 each LSCB has been required to produce and publish an annual report on the effectiveness of safeguarding in the local area. The report should provide an assessment of local safeguarding arrangements set against an analysis of the local area safeguarding context. The report should recognise achievements and progress in the local authority area as well as providing a realistic challenge of the challenges that still remain.

Key Issues

4. The report provides an outline of activities and achievements over the last twelve months. These are described in Section 5 and demonstrate a high level of activity and progress on key priorities.
5. Priorities have been determined for the coming year, based on information gathered from local performance data, outcomes from serious case reviews and other

learning processes, regional and national research and government policy drivers. The key priorities which are described in greater detail in Section 6 have been agreed as: -

- Child Sexual Exploitation
- Sharing Information
- Mental Health - impact on parenting
- Think Family
- Hidden Harm
- The Child Centred System – Munro recommendations

6. One of the requirements of the report is that it should set out challenges for the local area (in the case of County Durham this is addressed to the Children's Trust), in order to ensure that all partner agencies are aware of and can meet their obligations to safeguard children effectively. This information was shared with the Children's Trust Executive Board its last meeting on 4th September 2012. The Challenges are set out in Section 7 of the report.
7. The LSCB will continue to drive forward progress in these key areas, by working alongside the Children's Trust and individual partners where necessary. It will robustly address any potential blockages to progress in order that all agencies play a full and effective role in safeguarding children in County Durham.

Recommendations

8. Cabinet is asked to note the contents of the annual report.

Background Papers

The Annual Report of County Durham LSCB 2012/13

Contact: Gail Hopper Tel: 0191 3833322

Appendix 1: Implications

Finance – There are no financial implications from the report. The business of the LSCB is met from a pooled budget, which is agreed annually by the Board.

Staffing - There are no staffing issues

Risk – None

Equality and Diversity / Public Sector Equality Duty - None. All LSCB business takes equality and diversity issues into account.

Accommodation – None

Crime and Disorder - None

Human Rights – None

Consultation - None

Procurement - None

Disability Issues - None

Legal Implications – None

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Durham

Local Safeguarding Children Board

Annual Report 2012/13

The Effectiveness of Safeguarding in County Durham

Agreed by Durham LSCB October 2012

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This report is available on the LSCB website
www.durham-lscb.gov.uk

Section 1 Introduction – LSCB Independent Chair

Our vision is that every child and young person in County Durham should grow up safe from maltreatment, neglect and criminal activity. Keeping children safe requires a culture, across the agencies, where staff are open to challenge and new ideas. In Durham I am privileged to work with staff at all levels who share my commitment to this vision and who are willing to analyse their own performance to ensure it continuously improves the outcomes for children. By working together we can build upon our strengths and successes and continue to make children safer across the County.

Together, we want to build a safeguarding system where the focus is very firmly on the experience of the child or young person's journey from needing to receiving information, help and support. It means a system characterised by:

- Children and young people's wishes, feelings and experiences being placed at the centre, and truly valuing and acting on their feedback;
- Recognising that risk and uncertainty are features of the system where risk can never be fully eliminated but it can be managed smarter; trusting professionals and giving them the scope to exercise their judgment in deciding how to help children, young people and families;
- A relentless focus on the quality, timeliness and effectiveness of the help given to children, young people and their families and having a good range of help and services to match the variety of needs of children, young people and their families;
- The further development of professional expertise to work effectively with children, young people and their families in order to promote the best outcomes for them; *and*
- Continuous learning and improvement, by reflecting critically on practice to identify problems and opportunities for further improving the system **and publicly reporting progress.**

Durham Local Safeguarding Children Board (LSCB) and its partner agencies are increasingly operating in a difficult environment. Over the last year there has been an increase in contacts to Children's Services, also in the number of assessments, child protection investigations and the number of children subject of a Child Protection Plan. Partner agencies face even greater challenges in the coming year with significant budget cuts and major organisational restructures. Durham LSCB is developing its relationship with the Health and Wellbeing Board and early consideration is being given to clarifying the arrangements for safeguarding both children and vulnerable adults before new structures come in 2013.

Despite these changes, agencies in Durham remain highly committed to improving safeguarding standards. This was recognised in the January 2012 Ofsted inspection of safeguarding and looked after children services which commended the effectiveness of multi-agency work in Durham to keep children safe. Durham LSCB was noted to provide effective leadership on safeguarding and to be making a significant impact on service improvement through the learning from quality audits and serious case reviews. Multi-agency working on neglect was also commended.

In 2012 we said goodbye to two key members of the LSCB team; in February 2012 we said goodbye Chris O'Reilly, Quality and Performance Manager, who for many years provided the LSCB with a range of performance information, led a number of key audits and supported the Performance Management Locality Groups on behalf of the LSCB. In October 2012 we said goodbye to Suzanne Welsh, Business Manager, who for over 6 years provided invaluable support to the LSCB early in its development and led a number of key changes including overseeing a number of Serious Case Reviews, developing the Learning Lessons Review process and provided invaluable advice, guidance and challenge to partner agencies and the Board. Of particular note, Suzanne received national recognition for the development of the Thematic Tool which was identified by Ofsted as being an example of good practice.

This Annual Report sets out the progress and achievements over the last year and also those priority areas which the Board will focus on for the 12 months under a series of themes. At the centre of the plan is a strong emphasis on an integrated approach to early intervention and prevention underpinned by the Children & Families Trust's 'Think Family' Strategy. The plan focusses on the need to continue to prioritise Hidden Harm (alcohol and substance abuse), parental mental health and information sharing and has added new priorities including child sexual exploitation and building a stronger Child Centred Approach.



Fran Gosling-Thomas
Independent Chair

Section 2: The Role and Function of the LSCB

The LSCB is the statutory body for agreeing how the relevant organisations will co-operate to safeguard and promote the welfare of children in County Durham.

In Professor Eileen Munro's report to the government¹ she recommended that the LSCB will, in accountability terms, continue to scrutinise the work of local partners in ensuring that services safeguard and promote the welfare of children and young people. "LSCBs play an extremely valuable role and will remain uniquely positioned within the local accountability architecture to monitor how professionals and services are working together to safeguard and promote the welfare of children. They are also well placed to identify emerging problems through learning from practice and to oversee efforts to improve services in response." The recent 2012 Working Together consultation draft reaffirmed these expectations.

Scope

The scope of the LSCB role falls into three categories:

1. To engage in activities that safeguard all children and aim to identify and prevent abuse and ensure that children grow up in circumstances consistent with safe care.
2. To lead and co-ordinate pro-active work that aims to target particular groups.
3. To lead and co-ordinate responsive work to protect children who are suffering or likely to suffer significant harm.

Function

Thresholds, policies and procedures

Developing policies and procedures for safeguarding and promoting the welfare of children, including policies and procedures in relation to:

- the action to be taken where there are concerns about a child's safety or welfare, including thresholds for intervention.
- working with the Children & Families Trust to ensure that local arrangements for undertaking the Common Assessment Framework (CAF) are clear and when it is appropriate to refer a possible child in need to Children's Services.

Training

Training of people who work with children or services affecting the safety and welfare of children:

- LSCB has a responsibility to ensure that single-agency and inter-agency training on safeguarding and promoting welfare is provided in order to meet local needs.
- LSCBs are required to evaluate the quality of training, and ensure that relevant training is provided. This covers both the training provided by single-agencies to their own staff and multi-agency training organisation.
- Durham LSCB develops, organises and delivers multi-agency training although this is not a core requirement for LSCBs.

¹ The Munro Review of Child Protection - A Child Centred System May 2011

Safe workforce

Safe recruitment, management and supervision of people who work with children:

- Establishing effective safe workforce policies and procedures based on national guidance.
- Ensuring that robust quality assurance processes are in place to monitor compliance, e.g. audits of vetting practice.

Investigation of allegations concerning people working with children:

- Production of policies and procedures to ensure that allegations are dealt with properly and quickly.

Safety and welfare of children who are privately fostered:

- Ensuring the co-ordination and effective implementation of measures designed to strengthen private fostering notification arrangements

Communication and raising awareness

Communicating the need to safeguard and promote the welfare of children, raising their awareness of how this can be best done, and encouraging individuals and partners to do so. This should involve listening to and consulting children and young people and ensuring their views are taken into account in planning and delivering services.

Monitoring and evaluation

Monitoring and evaluating the effectiveness of what is done by the Local Authority and Board partners (individually and collectively) to safeguard and promote the welfare of children and advise them on ways to improve.

Participating in planning and commissioning

The LSCB must participate in local planning and commissioning of children's services to ensure that they take safeguarding and promoting the welfare of children into account:

- This is achieved to a large extent by contributing to the Children and Young People's Plan, and ensuring in discussion with The Children & Families Trust and agency leaders that planning and commissioning of services for children takes account of their responsibility to safeguard and promote the welfare of children.
- The LSCB is the responsible authority for matters relating to the protection of children from harm.

Child Death Review Function

From 1 April 2008 the LSCB acquired the compulsory functions regarding all child deaths. These include:

- Collecting and analysing information about the deaths of all children normally resident in County Durham and Darlington with a view to:
 - Identifying any matters of concern including any case giving rise to the need for a Serious Case Review.
 - Identifying any general public health or safety concerns arising from the deaths of children.

Section 3 Governance Arrangements

Chairing and Membership Arrangements

In June 2011 the LSCB appointed an independent chair of the Board and these arrangements have continued to work well for and have enabled the Board to have an independent strategic lead for safeguarding in County Durham

The LSCB were also successful in recruiting a County Durham resident as lay member to the Board. The lay member participates fully in the work of the Board and has brought a different and local perspective to the work of the LSCB.

The LSCB relies heavily on the contribution of partner agencies to provide a good range of services to children and families. The LSCB continues to be a challenge to ensure agencies providing services to children are members of the Board while maintaining a Board that is both effective and manageable.

In County Durham we have a broad membership including County Council services, health trusts, probation, police, voluntary services, schools, colleges and faith representation.

The LSCB sees the engagement of young people as an extremely important factor in developing the work of the Board. The LSCB actively works with young people using a variety of methods including the use of reference groups.

Relationship between the LSCB and the Children & Families Trust Executive Board

The LSCB role is to ensure the effectiveness of the arrangements made by the partnership and individual agencies to safeguard and promote the welfare of children. Whilst the work of the LSCB contributes to the wider goals of improving the wellbeing of children, it has a narrower focus on safeguarding and protecting children.

- The LSCB is not subordinate to nor subsumed within the Children & Families Trust arrangements.
- The LSCB has a separate identity and is independent.
- The LSCB is able to challenge and scrutinise effectively the work of the Children & Families Trust and partners.
- The LSCB forms a view of the quality of local safeguarding activity.
- The LSCB challenges organisations with an independent voice.
- The LSCB must be formally consulted during the development of the Children, Young People & Families Plan.

Safeguarding is a standing item on the Children's Executive Board agenda. The Trust draw on support and challenge from the LSCB to ensure that the Children Young People & Families Plan reflects both the strengths and weaknesses of safeguarding arrangements and practices and what more needs to be done by each partner to improve safeguarding.

The Children & Families Trust Executive Board needs to draw on the advice and evidence in this report to inform the development and review of the Children, Young People & Families Plan. The recent Children, Young People & Families Plan 2012-2016 confirms that safeguarding children remains a key priority for the Trust and is key theme throughout the four year plan. At the centre of the plan is a strong emphasis on an integrated approach to early intervention and prevention underpinned by the 'Think Family' Strategy which relies on agencies working across traditional boundaries, including age related ones. The work of the LSCB fits well with this particularly in relation to parental risk factors which are known to impact on the safety and wellbeing of children and young people. The plan rightly focuses on issues such as parental alcohol and substance misuse and importantly, the impact of poverty on the incidence of neglect and maltreatment of children.

The recent national bi-annual review and analysis of Serious Case Reviews² reminds us that nationally neglect is a background factor in the majority of Serious Case Reviews (60%) for children of all ages. Neglect remains a priority for the LSCB in 2012-13.

The LSCB Chair/Vice Chair sits on the Children's Executive Board and the Chair of the Children's Executive Board is a member of the LSCB. The Children's Executive Board formally reports to the LSCB Board as a standing item on alternate Board meetings.

Role of Elected Members and Director of Children's Services

The LSCB Chair/Vice Chair reports on an annual basis to the Overview and Scrutiny Committee for Children and Young People. It is provided with the opportunity to both challenge and ask questions about the effectiveness of the Board's activities.

The Lead Member for Children's Services is a member of the LSCB and has a role to ensure that effective quality assurance systems for safeguarding are in place and functioning effectively.

The Corporate Parenting Panel receives regular updates from the LSCB Vice Chair.

The Director of Children and Adults Services, ensures that all Local Authority services engage effectively with the LSCB.

The Director of Children and Adults Services is held to account for the effective working of the LSCB by the Chief Executive and challenged where appropriate by the Lead Member.

Local Inspection Framework

Professor Eileen Munro³ describes the importance of an inspection system that understands the contribution of all agencies to child protection. The local inspection framework plays an important role in reinforcing the ongoing monitoring role of the LSCB in unannounced inspections ideally based on a multi-inspectorate model should address the input of agencies from the perspective of the child, examining the 'child's journey'.

In 2011/12 the LSCB provided information to Ofsted on the quality and effectiveness of work to safeguard and promote the welfare of children in County Durham as part of the inspection of safeguarding and looked after children's services. The effectiveness of the LSCB itself also informed part of the judgement by the inspectorates.

The inspection praised the Council and its partners in having a "longstanding commitment to improve the life chances of children and young people whose circumstances may make them more vulnerable." The inspectors also recognised the good and effective work undertaken by the LSCB through prioritising neglect.

"Outstanding work by the Council and its partners in the area of neglect has ensured more timely and effective interventions to safeguard children and young people"

The overall judgement for safeguarding was "Outstanding"

Partners of the LSCB were extremely pleased with this outcome but are not complacent and are committed to not only maintaining high standards but to delivering improved arrangements for safeguarding children in County Durham. In 2013 the LSCB will need to take account of the proposed new Ofsted inspection frameworks for safeguarding arrangements which will be based on an unannounced approach.

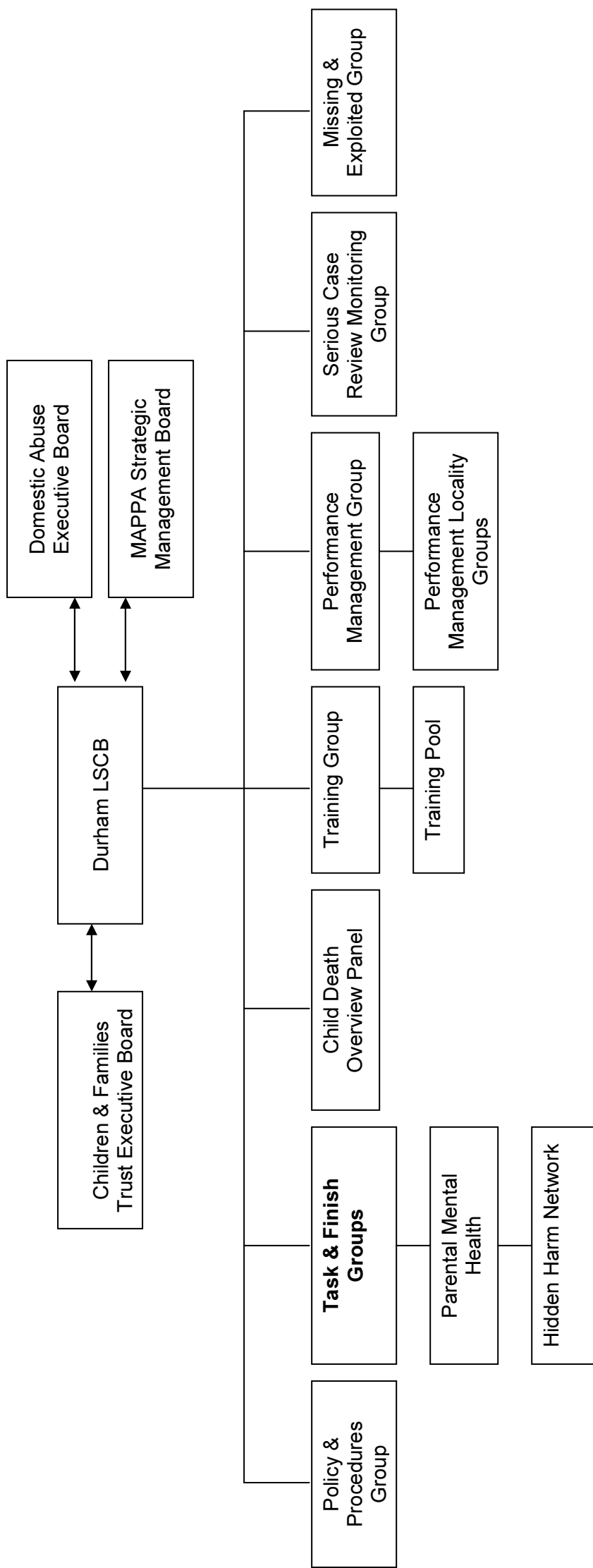
² [New Learning from Serious Case Reviews: A Two Year Report for 2009-11](#)

³ The Munro Review of Child Protection May 2011

Relationship with the Health and Wellbeing Board

The LSCB is developing its relationship with the Health and Wellbeing Board particularly at a time when there is significant transformation across the Health community, not at least the development of Clinical Commissioning Groups (CCGs). In Durham early consideration has been given to clarifying the arrangements for safeguarding both children and vulnerable adults before the new NHS arrangements are implemented in 2013. The LSCB is confident that this early work will ensure that there will be no gap in safeguarding arrangements as a result of this work.

LSCB, Sub-Groups and Task Groups



Section 4: Safeguarding in County Durham – Performance Management

Safeguarding Activity- the picture in Durham

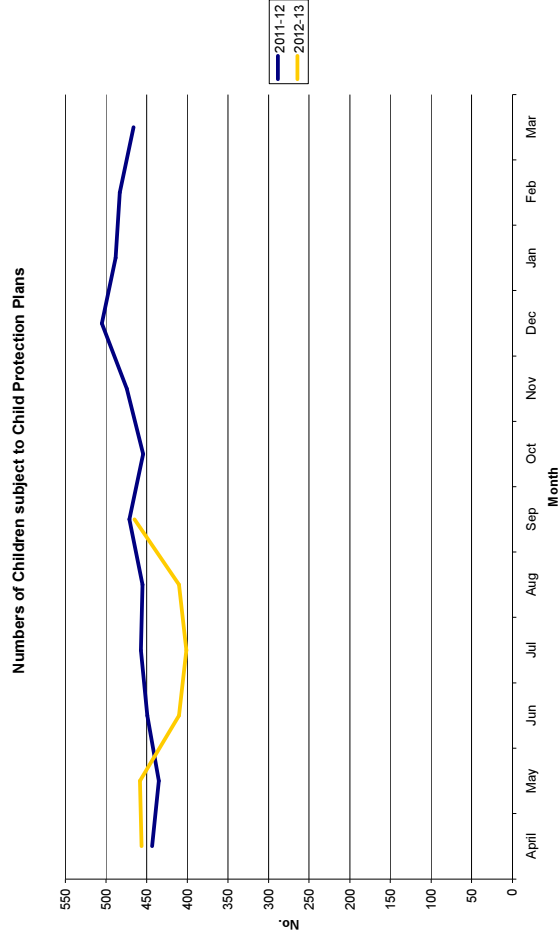
During the year 2011-2012, the LSCB has continued to collect data about child protection, safeguarding and promoting the welfare of children. The following information is illustrative of some of the activities with children and families carried out in 2011-12 compared to that of previous years:

	2008-9	2009-10	2010-11	2011-12	% change from 2008 to 2012
Number of CAFs completed	*	*	1457	674	71.6
Number of Initial Contacts to Children's Social Care	9073	12435	15279	15568	
Number of Referrals	3350	3871	4066	3315**	15.4
Number of Section 47s completed	821	894	752	753	-8.3
Number of Initial Assessments completed	3160	3680	3991	4270	35
Number of Core Assessments completed	874	1204	1434	1572	80
Number of Children with a child protection Plan as of 31 March	288	446	439	456	58.3
Number of Legal Orders					
Police Protection	3	1	1	0	N/A due to low figures
Emergency Protection Order	0	1	1	0	N/A due to low figures
Interim Care Order	44	71	62	83	88
Care Order	204	212	215	237	16.1
Placement Order	40	44	54	83	107.5

*not previously collate ** due to changes in the method of calculation no comparison can be made with historical data

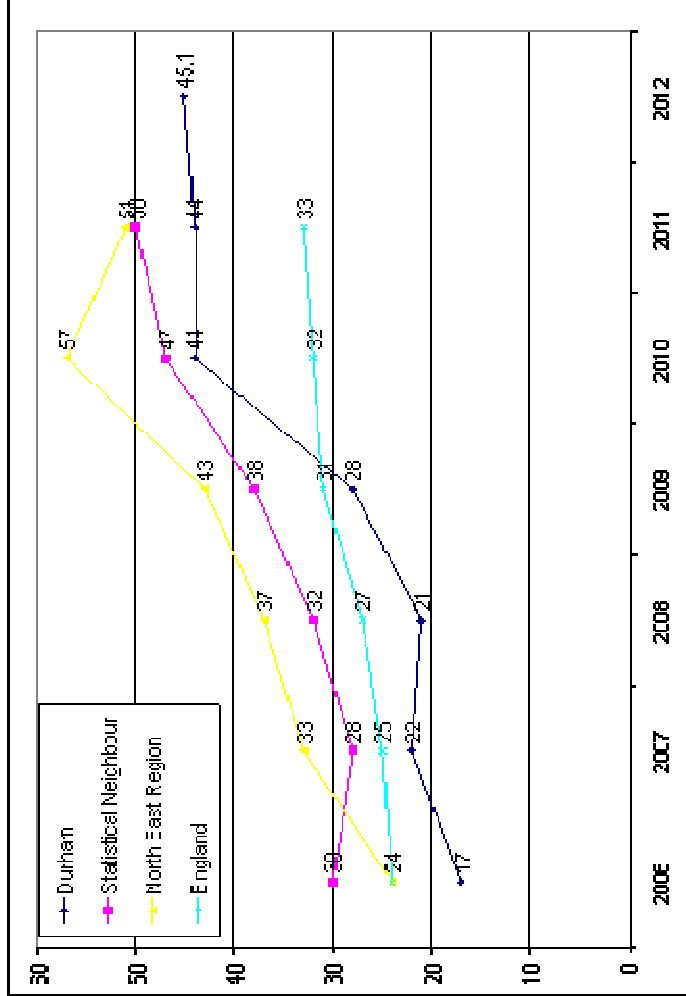
- The number of Section 47 investigations remains static after a significant fall in 2010/11.
- The number of legal orders has kept pace with the rise in numbers of children with a Child Protection Plan.
- The number of reported completed CAFs was lower than last year. This is partly due to underreporting and an increase in the use of pre-CAFs. Between January and August 2012 253 pre- CAFs were completed by the One Point multi-agency locality teams and a further 150 completed by the Youth Offending Service.
- The large increase in referral rates has resulted in the significant increase in the numbers of Initial and Core Assessments.

Numbers of children with a child protection plan has continued to rise since 2008 with significant rises during parts of 2011 and 2012. The highest peak was in December 2011 when the numbers rose to 505. At the end of March 2012 there were 456 children with a plan in place. At the time of this report in September 2012 the number was 465.



Since 2006 the number of children subject to a Child Protection Plan has risen each year, a pattern that is replicated across statistical neighbours and the North East region - across the North East there was a significant reduction from 57 per 10,000 in 2010 to 51 per 10,000 in 2011. Latest comparator data for 2011 shows that while Durham compares well against similar councils in terms of the number of children subject to a plan per 10,000 population under 18 but at was 44.6 this is well above the national average which was 33 per 10,000 population under 18. The LSCB will challenge partners to reduce this rate and to demonstrate that families have access to Early Help services which means that fewer families are taken through child protection processes.

Figure Number of children subject to a child protection plan as at 31st March each year (per 10,000 population aged under 18) 2006 – 2012
(Note: Comparator data for 2012 available October 2012)



Source: Social Services Information Database / DfE Referrals, Assessments and Children who are made subject of a child protection plan 2010/11 (Children in Need census, 28 September 2011)

In April 2011 a new multi-agency LSCB dataset was introduced to the Board. It includes key indicators about the safety and welfare of children and young people young people from a range of agencies rather than focussed on social care processes. The data is now presented annually to the Board and the messages arising from the data would be considered in identifying the LSCB priorities to be taken forward into the next planning year.

Additionally, the LSCB collects a wide range of performance data from child protection conference activity which provides rich evidence to indicate how well multi-agency child protection arrangements are working in Durham. The LSCB is also routinely presented with an analysis of the Top Ten performance indicators at each meeting of the Board.

The following provides a summary of all the data collected by the LSCB during in 2011/2-2012: Where appropriate reference is made to more up to date information to September 2012.

- Between February 2011 and March 2012 303 Initial Child Protection Conferences were held relating to 610 children and young people. Over 50% of these related to children under 5 years old including 79 (13%) unborn babies. 638 review conferences took place.
- At the end of March 2012 86% of Initial Child Protection Conferences were held within timescales which is a dip in performance from the previous year's figure of 99%. Figures for the first quarter of 2012/13 show an improvement in performance at 89%.
- There is increased involvement of GPs in Child Protection Conferences. Significant improvements continue to be made in respect of GPs sharing reports with parents on time, rising from 12% in 2010/11 to 36% in 2011/12. Latest quarterly figures show a further rise to 48% demonstrating the impact the LSCBs targeted work has achieved.
- There is increased participation of young people in Child Protection Conferences. Practitioners are exploring different ways in which to ensure this area of work is strengthened so that young people's views are taken into account fully.
- Information collected indicates that gun and knife crime and gang activity is not an issue that needs to concern the LSCB at this time.
- During 2011-12 the Police investigated 145 e-safety offences.

The data highlights the following key themes which need further improvement and or analysis:

- Domestic abuse continues to feature highly in 60% of cases leading to Child Protection Plans and continues to be a major challenge, an increase on last year's figure of 50.2%.
- Parental mental ill health has consistently featured highly in Child Protection Plans. For the period February 2011 to March 2012 there was a reduction of nearly 3% on the previous year's figure of 27.9% to 25%. This is now the highest single risk factor.
- Alcohol and drug misuse continues to feature highly as a risk factor in 67% of child protection cases. During 2012-12 the LSCB carried out an evaluation of how agencies work together to protect children from Hidden Harm. The outcome of this is reported later in this report.
- Numbers of children privately fostered made known to children's social care has significantly increased from 19 in 2010/11 to 31 in 2011/12. This is due to targeted work to raise awareness amongst professionals and the public. Ofsted have identified this group of children for further inspection work in 2012-13.
- 573 children were reported as missing, an increase on last year's figures. In 2011 the LSCB establish protocols to safeguard these vulnerable children and through the work of the Missing and Exploited sub-group monitors the impact of the new policy and procedures in protecting children and young people.
- The number of young people subject to restraint who received an injury in secure settings has reduced from 218 in 2010/11 to 158 in 2011/12 indicating improved strategies in managing young people in such settings.

- Police reports indicate that there has been an increase in offences of internet grooming. Data was collected for the first time in March 2012 as part of the LSCB dataset; it was noted that there were 145 incidents investigated by the police. The LSCB also captures other information through the monitoring function of the e-safety designated officers and an annual e-safety audit which assesses how LSCB partners are complying with the agreed strategy to keep young people safe online

Performance Management Framework

The LSCB has a robust performance management framework to assist in understanding the manner in which agencies work both individually and together to safeguard the welfare of children and young people in Durham.

Information is obtained from a variety of sources including:

- Audits.
- Serious Case Reviews/Management Reviews.
- Self Assessment.
- Concerns and complaints from children and families.
- Data collection at child protection conferences and core groups that assists the LSCB to understand the effectiveness of these crucial decision making activities.
- Multi-agency safeguarding dataset.
- Direct contact with hundreds of multi-agency staff across the County via training, workshops and conferences.

The LSCB has a Performance Management Sub-Group, which examines issues on a countywide and strategic basis and three Locality Groups, which look at improving performance across the professional disciplines on a local operational basis. All four groups meet quarterly and work to an agreed action plan.

Children with a Child Protection Plan by Category

Category of Abuse	31/01/09	31/01/10	31/01/11	31/07/11	30/09/12
Neglect and Likelihood of	169 (45%)	258 (48%)	314 (68%)	284 (66%)	293 (62.6%)
Physical and Likelihood of Physical	98 (26%)	130 (24%)	145 (31.5%)	118 (27%)	86 (18.4%)
Emotional and Likelihood of Emotional	67 (18%)	95 (17%)	75 (16.3%)	102 (23%)	51 (11%)
Sexual and Likelihood of Sexual	41 (11%)	58 (11%)	27 (5.8%)	20 (4.6%)	38 (9%)

(one child may have several categories)

The percentage of children on the List as a result of Neglect has remained high since January 2010. Currently over 62% of children on Child Protection List is because of neglect.

In recent years the incidence of children subject to a Child Protection Plan because of Sexual Abuse fell significantly compared to 2010 but in 2012 there was a rise. This will be monitored closely by the LSCB performance groups.

Performance Management Activities 2011-2012

- Monitoring and evaluating the effectiveness of safeguarding arrangements within and across LSCB agencies.
- Utilising the three Performance Management Locality Groups to address practice issues and find solutions to problems that are highlighted through the analysis of data.
- Ensuring staff and volunteers from all agencies receive training to enable them to fulfil their safeguarding responsibility.
- Continuing to check that all agencies comply with safe recruitment practices.
- Focussing on improving the timeliness of invitations to Initial and Review Child Protection Conferences.
- Monitoring the numbers of completed CAFs.
- Monitoring the ways in which children and young people's views are obtained including working with safeguarding teams to improve children's engagement in child protection conferences.
- Working with GPs to improve their involvement in safeguarding processes.
- Continuing the focus on increasing the production of single-agency and multi-agency chronologies to ensure historical information on children subject to Child Protection Plans is routinely used by all agencies to inform risk assessment and child protection planning.
- An evaluation of how agencies work together to address safeguarding issues as a result of parental substance misuse and domestic abuse.
- Strengthening procedures in relation to sharing information and managing assessment when a known sex offender is found to be residing with families.

- Developing agreed single point of contact to ensure that specialist services such as mental health, drugs and alcohol services are invited to child protection conferences where appropriate.

Increased Involvement of Young People in Child Protection Conferences

Through the data collection there has been increased focus on the level of involvement children and young people have in the arrangements to formulate their individual Child Protection Plans. During 2011/12 performance has continued to improve with a variety of activities undertaken engage with children and young people. Latest quarterly figures show that where children are deemed old enough their views are actively sought.

Consultation with Young People

In 2010 /11, the LSCB actively sought children's views on wider safeguarding issues in Durham and a consultation exercise with young people focussed on the priorities of the LSCB. Consultation enabled the LSCB to take into account the views of 250 young people aged 11 to 19 years on domestic abuse and neglect.

In 2011/12 further consultation activity took place with young people via a range of activities including a blog regarding the priorities for the LSCB during this year: Young people gave their views on the following issues identified by the Board.

- Sexual Exploitation
- Early Intervention
- Mental Health
- Information Sharing

Feedback from young people has fed into the Board's priorities for 2013/14. Work with Investing in Children has indicated that the most effective way of improving young people's engagement with the work of the Board is by establishing a young people's reference group. A small representative group of the Board has been identified to meet with young people on a regular basis to take forward this approach in 2013.

Development work to take forward the Board's priorities

Child sexual exploitation

This development work was linked to the work stream for missing children from home and care, which is a significant risk indicator for sexual exploitation. During 2011/12 activity in this area included:

- There is an LSCB sub-group for Missing and Exploited children (MEG) where strategic, operational and performance issues for missing children and exploitation are discussed quarterly.
- A multi-agency self-assessment tool has been developed and used to undertake a gap analysis for the direction of future MEG work.
- The MEG agreed a multi-agency training plan; roll out has commenced.
- A CSE outreach worker has been appointed by Barnardos and supports victims and safeguarding teams.
- Work has commenced on recruiting specialised foster placements for CSE victims.
- Multi-agency analysis of the County profile of sexual exploitation has been presented to the LSCB to inform training and practice.
- Revised child protection procedures for sexual exploitation and missing children procedures have been developed together with a risk matrix for CSE victims.
- An information sharing record for offenders, including information about vehicles and locations, linked to sexual exploitation, has been introduced. This multi-agency record is submitted directly to the police.

- Awareness raising leaflets have been developed for professionals, victims and parents/carers and are available multi-agency and includes the strap line "ERASE" (Educate and Raise Awareness of Sexual Exploitation) which embraces the County approach to this problem.
- The LSCB website now has a navigation link specifically for sexual exploitation.
- The Youth Offending Service has introduced a "healthy relationships" programme for teenage offenders at pre-reprimand disposal which links sexual violence, teenage pregnancy and exploitation.
- The use of police harbouring notices for those who associate with missing children has been introduced.
- Educating children about a "healthy relationship" is taking place using social norms approaches, for pupils in secondary schools and captures the risk indicators of sexual exploitation.
- The Community Support Team continues to deliver "runaways workshops" in secondary schools with the content refreshed with a CSE focus.
- Countywide LSCB awareness raising events on "teenage risk taking linked to sexual exploitation" has attracted over 600 delegates from public, private and voluntary sectors

Parental Mental Health

Parental mental health, as a risk factor, features in approximately 40% of all Initial Child Protection Conferences. In 2011/12 development activity has included:

- Professionals across child safeguarding and mental health teams have been consulted to identify development work to assist their practice. Consistent themes that have emerged include; understanding organisational structures, contact points, thresholds and pathways, risk assessment processes which embrace the “Think Family” agenda, information sharing, team networking and staff safety.
- A task and finish group of senior managers has developed an action plan to progress the professional’s feedback to improve engagement and practice.
- Service structures/leaflets, single points of contact and pathways are being developed and will be communicated widely.
- Audits are planned to examine safeguarding practice and assess the approach to joint working. Findings will be considered by the task and finish group.
- Audits will also focus on initial screening, to ensure that adults with mental health problems who are parents are identified and that there is multi-agency contribution to subsequent assessments.
- LSCB training has been refreshed in line with the action plan and professionals feedback.
- Learning from local and national Serious Case Reviews has been considered in the development of the action plan.
- A multi-agency self-assessment report has been developed which reflects good practice nationally and will be used in a gap analysis for future work.

Hidden Harm

Previous work of the LSCB had focussed on the interface between safeguarding and early intervention work and the operational links with the adult services of drugs, alcohol and domestic abuse.

An evaluation of the outcomes of this work was presented to the LSCB, with recommendations for future work. This included:

- Understanding the links between the performance management frameworks of the LSCB and One point service, to ensure consistency in data collection and contribution of adults services to the “hidden harm” agenda.
- Reinforcing the use of single points of contact for adult services to enable their contributing to Initial and Review Child Protection Conferences and information exchange.
- Progressing team networking between children’s services teams and drugs, alcohol and domestic abuse services.
- All children’s services teams received training on the use of the alcohol risk screening tool and brief interventions to assist in identifying those parents who may need additional support.
- Development of pathways into the drugs, alcohol and domestic abuse services to ensure that professionals are clear about thresholds and points of contact.
- Clarifying the contribution of professionals from the drugs, alcohol and domestic abuse services to the Common Assessment framework and Team Around the Child/Family approaches.

Early Help /Think Family

In 2010/11 a number of national strategic reports highlighted the value of early intervention in the protection of children. Professor Eileen Munro also introduced the concept of “early help”, focussing on a child’s early years in life and also focussing on early action, if problems were to emerge. Professor Munro identified that the LSCB should take account of the effectiveness of the help being provided to children and families and the effectiveness of multi-agency training to safeguard and promote the welfare of children.

During 2011 multi-agency integrated teams were launched across County Durham, with a focus on early intervention with 10 ‘One Point Hubs’ put in place in localities. At the same time there was a revision of child in need procedures and multi-agency working practices and the establishment of an agreed dataset for the service.

The LSCB undertook an initial scoping exercise to understand the different activities and strategies that were in place and in development in Durham.

An action plan has been developed to take forward this priority area of work in ensuring the promotion and evaluation of early help.

Initial work has focused on establishing links and understanding the work of the newly established ‘One Point’ service. Meetings with key personnel commenced in March 2012.

A dataset has been agreed with relevant partners to identify the source of referrals to the Initial Response Team.

LSCB training for early years providers commenced in January 2012.

LSCB training also promotes CAF and provides information to assist practitioners

Further work is planned in 2012/13 including;

- Audit of no further action (NFA) cases.
- Supporting practitioners to understand the links to the Preventative Strategy and Think Family initiatives.
- Through LSCB training, raise awareness and promote joint working between key services.
- Link with the work of the Mental Health Task Group and the Hidden Harm Network.
- Produce a performance report concerning the effectiveness and impact of joint working including attendance at child protection meetings of adult services.
- Ensure young people’s views are sought to influence the action plan.

Information Sharing

Information Sharing has been a priority for the Board in since August 2010. A multi-agency strategy was developed to improve the quality and approach to information sharing to protect children. Key areas include:

- Importance of leadership in developing and maintaining a culture where relevant information is shared appropriately;
- Improved awareness and confidence of staff to share information;
- Publication of champions and contacts;

- Review of guidance and protocols and launch of multi-agency chronologies;
- Performance Management.

LSCB Partner agencies completed the action plan in early 2011.

Following this a series of one to one meetings with senior partners took place to examine actions undertaken by each agency in more depth. This culminated in a final report to the Board in October 2011 that demonstrated the extent to which agencies are driving forward the importance of sharing and seeking information to safeguard children.

This process has provided a deeper understanding of the efforts made by partner agencies to ensure effective information exchange and monitor compliance and practice.

All agencies that took part are committed to improving information sharing within and between agencies, some are further along the journey than others and some have further to travel.

It is recognised that ensuring information standards is a continual process and that information sharing needs to be addressed at various levels and in various ways including through training.

Board partners have taken a committed and thorough approach to raising awareness of the importance of information sharing.

There is ample evidence that agencies have taken opportunities to develop and improve systems to assist information sharing and improve joint working. Some developments have involved major restructuring others have simply required imaginative thinking a willingness to apply a more effective way of working.

Agencies have used a variety of methods to provide a consistent message to staff and managers. The extent to which this increased awareness has improved practice is subject to various audit and quality assurance processes.

LSCB Communication Strategy

The LSCB recognises that it has a statutory obligation to communicate and raise awareness of its activity. The LSCB has agreed strategic aims and objectives of a strategy and has prioritised initiatives to be progressed. This work has involved:

- The development of an LSCB newsletter. This is circulated widely across partner agencies with features on the work of the Board, policy and practices both locally and nationally.
- The development of an annual communication plan reflecting local and national events which may require some comment from the LSCB.
- The further development of the LSCB website.
- Improving information for and communicating with children and young people.

LSCB Policies and Procedures

The Policy & Procedures Group is a standing sub-group of the LSCB. The purpose of the sub-group is to undertake the work of the LSCB in relation to the development of policies and procedures for safeguarding and promoting the welfare of children.

The following revisions have been completed and were added to the LSCB Child Protection Procedures in September 2011:

- Development of procedures for managing difference in professional opinion.
- Strengthened the procedures for sharing reports with parents/carers.
- Durham LSCB no longer use multiple and likelihood categories of abuse in child protection conferences in line with Working Together to Safeguard Children.
- Updated Female Genital Mutilation procedures to reflect the Foreign & Commonwealth Office Multi-Agency Guidance.
- Revision of the Safeguarding Disabled Children procedures following the work of the Task & Finish Group.
- Updated the Trafficking of Children procedures to link to the London SCB guidance and toolkits for safeguarding trafficked children.
- Updating the AIM (Assessment, Intervention and Moving on) procedures which concern children and young people who sexually abuse other children and young people.
- Sexual exploitation procedures including the sharing and management of information about individuals or situations that may assist in the identification of perpetrators.

The LSCB website has been reviewed and updated to improve access and navigation. A facility to monitor the use of the website by practitioners has been established which will help the Board to gauge how well the site is used across the partnership. Updates to the LSCB procedures in 2012 will be put back to take account of the consultation on the new Working Together 2012.

Other work progressed by the sub-group includes:

- A review into the number of strategy meetings held and the conversion rate to Initial Child Protection Conferences which resulted in a draft practice note being developed to ensure that multi-agency discussions were timely and strategy meetings did not take place where not needed.
- Exploring the need to have a policy in place regarding the service user recording of child protection meetings.
- A response was prepared to the consultation draft for Child in Need and Common Assessment Framework (CAF) procedures.
- Clarification of the role of students and foster carers attending child protection conferences.
- Responding to the consultation on the draft Working Together 2012.

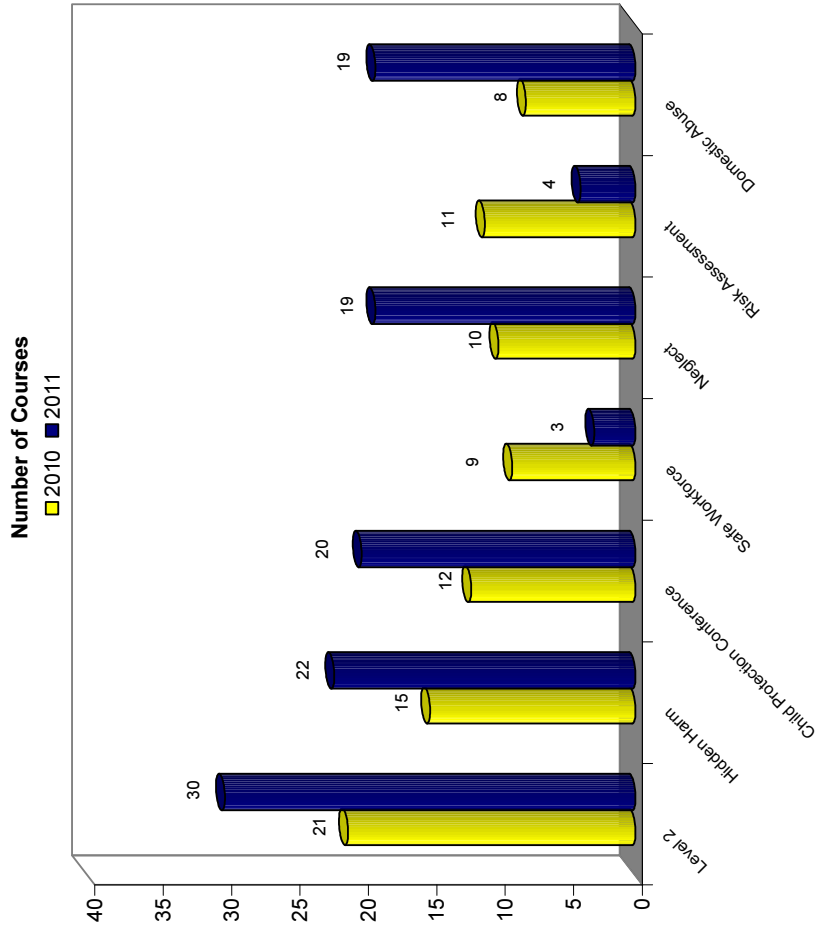
The following new areas of work will be included in the 2013/14 work plan:

- Consider the impact of the new Working Together to Safeguard Children as to whether the LSCB procedures will require amendments.
- Implement changes to the LSCB procedures in the light of amendments to the regional cross boundary procedure which are designed to strengthen consistency in practice when children who are subject to a section 47 investigation or a Child Protection Plan transfer from one Local Authority to another.
- In view of the amendment to the definition of domestic abuse to include 16 and 17 year olds which is to be implemented in March 2013, the LSCB procedures will be reviewed and updated. The new definition includes those who use coercive and controlling behaviours and there is a need to consider the links between domestic abuse and child sexual exploitation.
- The legislation around registered sex offenders has been amended to include the need to notify the police when they access a house either temporarily or permanently more than 12 hours. The LSCB procedures will be reviewed and amended to include this new requirement.

LSCB Training

January to December 2011 was a very busy training year with the number of courses at a new high with 117 courses completed; this showed an increase for the third year in succession. The chart below outlines the increase compared to 2010/11.

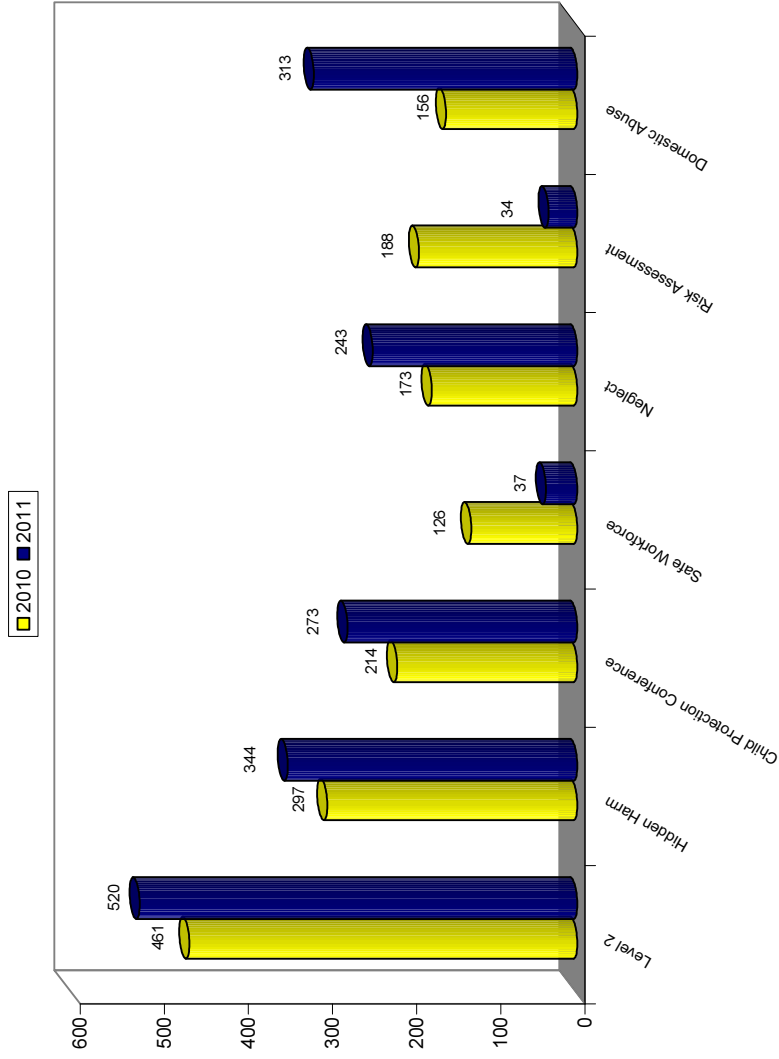
Number of Courses



Attendance on courses

There were 1,781 people attended LSCB training in the 12 month period also an increase on last years figures as illustrated in the next table.

Attendees



E-learning continues to be a significant part of the training with Level 1 Sexual Exploitation and Hidden Harm LSCB courses. There continues to be an issue with licences being opened and not completed and the Training Co-ordinator continues to monitor this so that partners are aware and can take action to ensure licenses are well used.

Over the course of the year nine courses were unfortunately cancelled due to poor attendance; it was felt not appropriate to run courses for under eight participants as the training experience for participants is significantly compromised. It was noteworthy that six of the cancelled course were in the Dales locality. This is an area that often complains that training is not provided in their area but 2011-12 showed training when provided was not taken up.

Summary of courses delivered

Neglect – 95% said that the objectives of the course were met and 99% indicated they had gained additional knowledge.

Safe Workforce – 100% said course objectives were met and they had gained additional knowledge.

Child Protection Conference – 98% said objectives of the course were met and 99% indicated they had gained additional knowledge.

Domestic abuse – 96% said objectives of the course were met and 96% indicated they had gained additional knowledge.

Hidden Harm –98% said objectives of the course were met and 98% indicated they had gained additional knowledge.

Level 2 –95% said objectives of the course were met and 95% indicated they had gained additional knowledge.

Risk Assessment - 98% said objectives of the course were met and 100% indicated they had gained additional knowledge.

Additional Training Provision

It was agreed in 2011 that temporary additional training capacity would be added to the LSCB team as a result of being asked to deliver a series of courses for the Early Years sector. This post income generates so that this post is at no cost to the Board. The current position is that the necessary level of income has been achieved and agencies in County Durham are benefiting from the additional resource.

Income Opportunities Achieved

The Durham Early Years Sector (EYS) in May 2011 had discussions with the LSCB about the possibility of the LSCB providing training for EYS; this training to be a mixture of established LSCB courses and newly developed courses.

Income generated £45,000

This programme started in January 2012 and is being very well received with 100 private nurseries having access as well as over 400 childminders. The early evaluation is very positive EYS has already identified an increase in the number of enquiries regarding safeguarding from private nurseries. A detailed evaluation will be available autumn 2012.

Following the success of these arrangements EYS has agreed to the LSCB continuing this programme and developing new courses into 2013:

96% said course objectives were met and 98% said the course was very good/good

Further income has been generated from the purchase of additional training by single agencies and elements of the independent sector. This is ploughed into LSCB developments

Total Income generated - £48,600.

Training Strategy

The training strategy for 2013/2014 takes into account recent key developments and messages from national guidance and local policy and service provision.

These include:

- The move to integrated service provision (One Point) that reinforces that safeguarding children is everyone's responsibility.
- The Munro review of child protection which identifies early help to families as being crucial in improving outcomes for children and for preventing child protection concerns at later stages "A major challenge in building a more responsive child protection system is helping a wide range of professions to work together well in order to build an accurate understanding of what is happening in the child or young person's life, so the right help can be provided" (Munro Review May 11)
- Working Together 2012 along with a host of other guidance and research promotes that "effective measures to safeguard children are those that also promote their welfare. They should not be seen in isolation from the wider range of support and services already provided and available to meet the needs of children and families."
- Think Family Practice – "making sure that the support provided by children's, adults' and family services is co-ordinated and focused on problems affecting the whole family is the **only** effective way of working with families experiencing the most significant problems." (Think Family – Improving Support for Families at Risk; DFE 2009)

The 2013/2014 programme will aim to reflect these principles by

1. Promoting effective collaboration from adult and children's services in the design and delivery and in the attendance of multi agency training. The training will seek to involve specialists in various areas of practice to ensure that it promotes current knowledge and expertise. The training will seek to 'mirror' effective collaboration in the field.

2. Promote the importance of early help by focusing on intervention throughout the continuum of needs and services (the Single CAF/CIN procedures as well as the child protection procedures).
3. Focusing on intervention (the doing) as well as raising awareness of potential child welfare concerns.

Durham LSCB places high value on people working collaboratively, bringing people together in ways that mirror the diversity of practice networks engaged with children and their families. Multi-agency collaboration in the design and delivery of training is believed to be essential to ensure that course content is up to date and benefits from the knowledge and expertise of specialists in a given field.

The Training Strategy has adopted Chapter 4 of Working Together to Safeguard Children 2010 guidance regarding the different target groups for safeguarding children.

The outline training programme for 2013/2014:

A. E Learning

Basic Awareness in Safeguarding	e-learning	An online introduction to safeguarding
Hidden Harm	e-learning	An online introduction to Parental Drug and Alcohol misuse
Sexual Exploitation	e-learning	An online introduction to Sexual Exploitation

NB – e-learning licenses will issued for a 4 month period

B. Process and procedures

Safeguarding Processes	1 day course	Safeguarding Course: The course covers safeguarding processes	10 per year
The Initial Child Protection Conference	1 day course	Current course	10 per year
Safe Workforce	1 day course	Course designed for those involved in the recruitment and selection process	4 per year

Courses A and B or the equivalent is required before attending the following courses:

Specialist courses

Safeguarding Deaf and Disabled Children	1 day course	Current course
Domestic Abuse and the Impact on Children	1 day course	Current course
Parental Substance Misuse and the Impact on Children	1 day course	This replaces the current 1 day course on Hidden Harm
Parental Mental Illness and the Impact on Children	1 day course	Current course

Neglect	1 day course	This replaces the current 2 day course on neglect
Parental Learning Disability and the Impact on Children	1 day course	New course
Assessment and Intervention – Families with Multiple and Complex Needs.	1 day course	New course. This will replace and extend the current course on Risk Assessment
Effective Engagement with Families	1 day course	New course
Child Sexual Exploitation	1 day course	New course

Conferences / Seminars

Working Together / Think Family	1 day learning seminar	This seminar will take place 3 or 4 times a year and will focus on the range of services that can be involved with families who are at risk.	Up to 4 per year
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If demand for particular courses is high then the LSCB will consider increasing the number of courses available.

Child Death Reviews

There are two interrelated processes for reviewing child deaths:

1. **Rapid Response** by a group of key professionals who come together for the purpose of enquiring into and evaluating each **unexpected death; and**
2. An overview of **all deaths** up to the age of 18 years (excluding both those babies that are stillborn and planned terminations of pregnancy carried out within the law) in Durham and Darlington areas, undertaken by a panel.

A Child Death Overview Panel (CDOP) was established by County Durham Local Safeguarding Children Board and Darlington Safeguarding Children Board to ensure that each child death had an appropriate review.

30 children resident in Durham and 5 children in Darlington died between 1 April 2011 and 31 March 2012. Of the 35 child deaths:

- There were 15 Rapid Responses.
- 15 deaths have been or will be considered at a Local Case Discussion meeting.
- 13 deaths were reviewed at Panels during 2011/12
- 26 child deaths remain outstanding (4 cases from deaths prior to April 2011) and will be brought forward to 2012/13.

From the local case discussions held in 2011-12, including some regarding children who died in the previous year, no strong themes have emerged. However, some of the learning points included:

- Better liaison required between armed forces and civilian medical services. This arose from the death of a young person discharged from the armed forces with no medical follow up. A list of contacts for CAMHS departments throughout the North East has been provided to Army medical services.
- A reminder to GPs that if a teenager with a health problem fails to engage with medical services, that parents have responsibility until the child's 18th birthday and parents should be approached to bring the child for medical treatment.

- GPs should always be invited to attend discharge planning meetings for a child with complex medical or social needs.
- A child with overwhelming sepsis died. There were delays in carrying out the actions recommended by tertiary paediatric intensive care specialists, mainly due to lack of familiarity of some personnel with paediatric equipment and practice. It was recommended that:
 - Joint educational and clinical governance meetings take place involving the departments of Paediatrics, Emergency Medicine and Anaesthetics.
 - Resuscitation scenario training be re-established on a regular basis.
- Following the death of a child with diabetes, the diabetes team were asked to be more proactive in discussing with patients and families how to manage the child when they were unwell, and to record this in notes.
- Tissue biopsies may only be taken from a child after death with the Coroner's permission.
- To avoid delays for bereaved families the letter to the coroner should be written as soon as possible after the child's death, ideally by the doctor who certified the death.
- Community nurses not to use e-mail to notify medical staff of changes in a child's condition, but to speak to a doctor on the telephone.

Progress against actions 2011/12

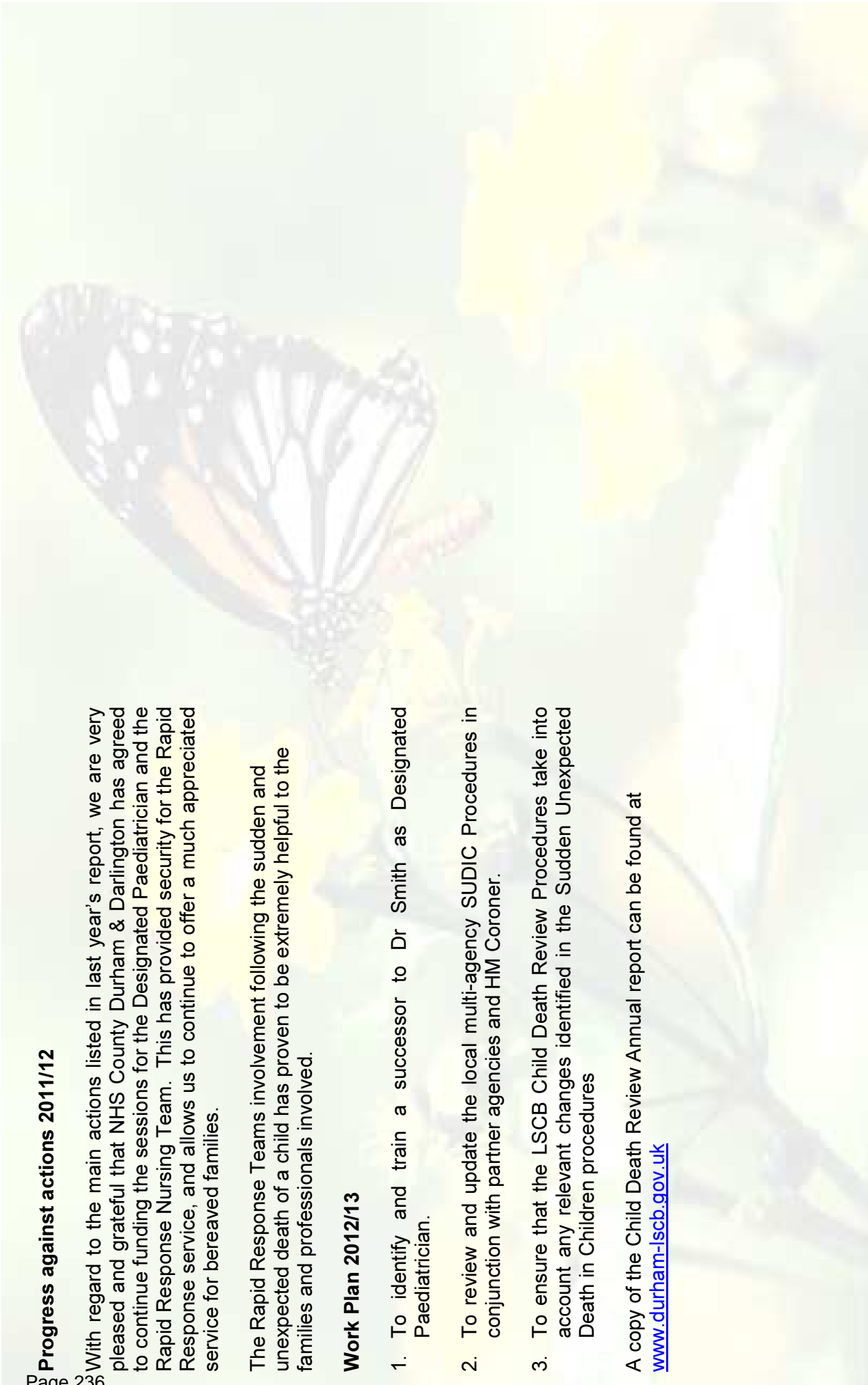
With regard to the main actions listed in last year's report, we are very pleased and grateful that NHS County Durham & Darlington has agreed to continue funding the sessions for the Designated Paediatrician and the Rapid Response Nursing Team. This has provided security for the Rapid Response service, and allows us to continue to offer a much appreciated service for bereaved families.

The Rapid Response Teams involvement following the sudden and unexpected death of a child has proven to be extremely helpful to the families and professionals involved.

Work Plan 2012/13

1. To identify and train a successor to Dr Smith as Designated Paediatrician.
2. To review and update the local multi-agency SUDIC Procedures in conjunction with partner agencies and HM Coroner.
3. To ensure that the LSCB Child Death Review Procedures take into account any relevant changes identified in the Sudden Unexpected Death in Children procedures

A copy of the Child Death Review Annual report can be found at www.durham-lscb.gov.uk



Serious Case Reviews

When a child dies and abuse or neglect is known or suspected to be a factor in the death, the LSCB should always conduct a Serious Case Review. The LSCB should consider undertaking a review whenever a child has been seriously harmed and the case gives rise to concerns about the way in which local professionals and services worked together to safeguard the welfare of the child.

Two deaths of children in County Durham have resulted in Serious Case Reviews in 2011/12 and both of these have been evaluated by Ofsted, receiving a 'good' judgement

The findings of these reviews will be published at the conclusion of criminal and coronial investigations. These reviews will be published in full although redacted where appropriate to remove personal family information not relevant to the review findings.

Much work has been undertaken to further raise the standards of Individual Management Reviews completed by agencies (IMRs), and Overview Reports which form the basis of robust Serious Case Reviews. IMR training and practice guidance is available to ensure we offer the best advice possible to authors.

Monitoring and Evaluation of Serious Case Reviews

Lessons learned from serious case reviews are robustly monitored by the LSCB Serious Case Review Monitoring Group using a specially developed Thematic Monitoring Tool which has been recognised nationally as being an example of good practice.

This process not only ensures that actions resulting from Serious Case Reviews are completed but also provides an opportunity to analyse key themes that have arisen over time enabling the LSCB to understand how well lessons are being embedded into practice.

This process also provides evidence necessary to drive forward and challenge agencies that are not robustly bringing about change and has resulted in a much improved focus on completing actions.

Raising Awareness of Lessons from Serious Case Reviews

It is the responsibility of each partner agency to ensure that lessons from Serious Case Reviews are disseminated to both managers and frontline staff. To augment this process, the LSCB hold annual multi-agency conferences to report on the findings of Serious Case Reviews and involve staff and managers in the learning process.

As a result of their success, the LSCB has established a programme of multi-agency half day conferences to raise awareness about key messages and lessons from Serious Case Reviews and other reviews undertaken by Durham LSCB and to share elements of good multi-agency practice. In 2012 these conferences focussed on the outcome of five cases that had been reviewed, two as Serious Case Reviews and three local Learning Lessons reviews.

Key Areas of Learning from Reviews

- Bruising to immobile babies – the need to ask questions and follow procedures.
- Mental health awareness – professionals need to develop a greater understanding of how mental illness may present itself and options available to seek urgent assessment.
- General public need to understand how to seek assistance when someone is suffering mental ill health.
- Importance of challenge and professional curiosity.
- Importance of management oversight.
- Need to improve information sharing and communication between midwives, health visitors and GPs; and also between the hospital and the police.
- Invisibility of father in agency records.
- Need to ensure that key information is shared particularly at hand over points so that concerns are not lost.
- Assessment of sex offenders in contact with children must be more robust and assessments should only be undertaken by staff with sufficient knowledge of sex offender's behaviour.
- Use of chronologies to pull information together.

Professor Munro⁴ recommends that LSCBs adopt 'system' methodology in conducting Serious Case Reviews in order to move beyond identifying what happened to explain why it happened.

In their response the Government has clearly agreed that such approaches should inform further consideration.

Durham has recognised for some years that there is a need to transfer valuable energy and limited resources from lengthy investigation processes to understanding and developing systems and practice that will help keep children safe.

Durham LSCB has taken the opportunity to pilot a more facilitative and reflective process to review cases which do not meet the criteria for a mandatory Serious Case Review, but where it is considered lessons could be learned. An independent person led the first review, but in 2012 the role was shared between the Business Manager and the Performance Manager in reviewing two subsequent cases. The process has continued to engage both frontline practitioners and managers in a reflective process of learning and action planning. The response from those directly involved in the process has continued to be very positive. In addition, using the LSCB staff has reduced considerably the costs of an independent consultant.

Although Durham LSCB will continue to undertake Serious Case Reviews in accordance with Government guidance⁵, where opportunities exist to trial other processes to learn lessons effectively, we will do so.

The results clearly indicate that agencies need to reinforce the lessons learned to ensure that lessons are not forgotten over time.

Processes and actions taken to improve practice should be subject to compliance, monitoring and audit by all partner agencies.

⁴ Professor Eileen Munro-Review of Child Protection A child-centred system May 2011

⁵ Working Together to Safeguard Children DFE 2010

Section 6: Priorities 2012/13

'Working Together to Safeguard Children 2010', states that the LSCB should have a clear work programme of work including measurable objectives. The activities of the Board should fit clearly within the framework of the Children and Young People's Plan and the voice and experiences of young people should strongly inform the LSCB's work programme.

The following information has been used to identify the work programme and priorities for Durham LSCB for 2012/13:

- Progress made in the LSCB work programme 2011/12.
- Matters emerging from the new LSCB dataset.
- Knowledge of Government drivers and developments.
- Local knowledge including, self-assessment, analysis of performance data from child protection activity including multi-agency child protection conferences.
- Feedback from young people.
- The Children and Young People's Plan.
- Lessons from Serious Case Reviews both local and national.

Durham LSCB agreed the following priorities for 2012/13 at the Board held in August 2012:

Sexual Exploitation

Sharing Information

Think Family

Mental Health – impact on parenting

Hidden Harm

The Child Centred System – Munro recommendations

Section 7: The Challenge for the Children & Families Trust in County Durham

Positive Results of Inspections

The announced inspection of safeguarding and services for Looked After Children (LAC) was undertaken in December 2011. It assessed how well the partnership is keeping children safe from harm and delivering better outcomes for looked after children. Overall Ofsted rated County Durham's Children's Services as 'outstanding'. They judged the overall effectiveness of safeguarding in County Durham as outstanding; capacity to improve was also judged to be 'Outstanding', as was the quality of partnership working.

The challenge of the Children & Families Trust is to maintain these very high standards and to continuously improve services for children and young people and the most vulnerable in County Durham at a time when there are significant cuts in public sector funding and particularly the proposed cuts in the Early Intervention grant to Councils.

Prevention and Early Intervention - Development of the One Point Service

At a strategic level the Children & Families Trust is mobilising its resources to intervene early. Partners recognise that early intervention is critical to reducing the demand for more specialist services. In September 2011, the One Point Service was launched bringing together over 750 multi-agency members of staff across 10 teams under the single line management of the Local Authority. The Service is designed to ensure that all community based universal and targeted services are focused upon delivery of prevention and early intervention service from birth to 19 years.

The Children & Families Trust regularly updates the LSCB on progress made in delivering services through One Point and the impact the new arrangements are having on the lives of children and families.

Common Assessment Framework - CAF

In 2011 a key challenge for the Trust has been ensuring that all partner agencies have a working knowledge and good understanding of the Common Assessment Framework/Children in Need interface. The LSCB has incorporated elements of the single CAF/CIN procedure into all its multi-agency training sessions so as to reach a wide audience of practitioners working with children and families.

Creation and implementation of the Think Family Strategy

In 2011 The Children & Families Trust developed the 'Think Family' approach strategy and action plan involving a range of partner agencies across County Durham. It recognises where families have multiple and complex needs and is delivering against those needs.

The County Durham Think Family Strategy has been revised to reflect the Government's Troubled Families Programme. Analysis of the current collated database reveals approximately 1,415 families who meet core criteria for inclusion in the Think Family Programme. The programme will provide integrated whole family support to help families break the cycle in similar ways that the County's Family Pathfinder and Family Intervention Programme (FIP) have been doing in recent years. The focus will be to enable all services to work together differently to avoid duplication, maximise impact and deliver services that are genuinely designed around the needs of families. All agencies will be expected to adopt new ways of working with identified families using:

- a single assessment;
- a multi agency 'team around the family';
- an identified lead professional;
- solution focussed support plans; and
- common progress reporting processes.

Information Sharing

The key to effective safeguarding is timely sharing of relevant information. Failure to do so can have very serious consequences. Serious Case Reviews in County Durham continue to highlight this issue. This suggests that sufficient progress is not being made or sustained.

Although information sharing was a priority in 2010/11 and some partner agencies have done significant work to progress this issue, further work will be necessary to maintain momentum and ensure that the strategies make a difference.

Improvements in information sharing will only happen if blockages to good practice and poor practice are known and addressed. Experience has shown that this process is not automatic; it needs to be led and managed from the top of each organisation to ensure that systems and processes exist to promote information sharing and deal with issues which prevent this.

A key challenge is in building the confidence of staff to both seek and share information to safeguard children when faced with data protection processes and regulations that may be perceived as preventing this.

A further challenge is to ensure staff know who to contact when sharing or seeking information.

Information sharing is fully incorporated into all LSCB training. The Children & Families Trust needs to recognise the importance of this issue and prioritise actions to make progress given this will be the third year that the LSCB has highlighted this as a key priority.

Child Protection Training

Levels of multi-agency training have significantly increased to meet demand. To augment the training courses e-learning training has been developed and commissioned with the result that greater numbers can access training. E-learning is an expensive resource but is cost effective in that it delivers training to large numbers of staff from a wide range of services.

LSCB data monitoring shows that there are a significant number of e-learning licences that are applied for, opened but not completed. This was identified as a challenge previously but continues to be an issue.

The challenges for the Trust is to ensure that agencies value this resource as a method of providing large numbers of staff with safeguarding training and ensure they use and benefit from it.

Section 8: Agency Contributions

	2011/12 contributions
DURHAM COUNTY COUNCIL	£180,636
CAFCASS	£550
HASSOCKFIELD SECURE TRAINING CENTRE	£2,680
DURHAM TEESIDE PROBATION TRUST	£2,680
COUNTY DURHAM PRIMARY CARE TRUST	£100,110
DURHAM POLICE AUTHORITY	£33,085
FURTHER EDUCATION COLLEGES	£2800
NORTH TEES & HARTLEPOOL FT	£2,680
COUNTY DURHAM AND DARLINGTON FT	£2,680
TOTAL INCOME	£327,891

Section 9: Current Membership

Independent Chair
Fran Gosling-Thomas

Lay Member
Bill Worth

Durham Children & Adults Services
Rachael Shimmin

Gail Hopper

Lesley Jeavons

Caroline O'Neill

Gill Eshelby

Carole Payne

Lead Member for Children's Services
Claire Vasey

Director of Children & Adults Services

Head of Children's Care
(Vice-Chair of Durham LSCB)
Head of Adult Care

Head of Education

Head of County Durham Youth Offending Service

Head of Early Intervention & Prevention Services

Lead Member for Children's Services

Durham Constabulary

Detective Superintendent Paul Goundry

Force Lead for Safeguarding
Durham Constabulary

National Probation Service

Carina Carey

Director of Probation Services
Durham Tees Valley Probation Trust

Durham County Council Leisure Services

Julie Russell

Area Leisure Manager
Durham County Council

Prison Service

Trevor Wilson-Smith

Director
Hassockfield Secure Training Centre

Health Services

Anna Lynch

Kath Vasey

Lesley Mawson

Maureen Grieveson

Dr Mike Lavender

Cath Siddle

Dr Liz Herring

Debra Bunford

Cafcass

Sue Simpson

Director of Public Health
NHS County Durham

Head of Children & Families
County Durham & Darlington NHS Foundation Trust

Associate Director of Nursing and Governance
Tees, Esk & Wear Valleys NHS Foundation Trust

Associate Director of Patient Experience & Safeguarding
County Durham & Darlington NHS Foundation Trust

Chair of County Durham and Darlington Child Death
Overview Panel

Deputy Director of Nursing North Tees and Hartlepool NHS
Foundation Trust

Interim Director of Nursing, Quality & Development
NHS County Durham & Darlington

North Durham Clinical Commissioning Group

Interim Board Nurse

NHS County Durham & Darlington

Durham Dales, Easington & Sedgefield Clinical Commissioning Group

Service Manager
Cafcass

Durham Diocese

Elsi Hampton

Child Protection Advisor
Diocese of Durham

Voluntary Sector

Gary Stokoe

Housing

Lynn Hall

Housing Solutions Manager
Durham County Council

Further Education

John Widdowson

Representative of Durham Colleges
Principal & Chief Executive of New College Durham

LSCB Officers

Pixley Clarke

Acting Business Manager / Child Death Designated Officer
Durham LSCB

Quality & Performance Manager
Durham LSCB

Steve Ford

Training Co-ordinator
Durham LSCB

Ian Scott

Development Officer
Durham LSCB

Emma Maynard

Admin Co-ordinator / Child Death Business Co-ordinator
Durham LSCB

Sharon Sanham

Administrator
Durham LSCB

Julie Hogg

Trainer
Durham LSCB

LSCB Advisers

Kelsey Clayton

Principal Solicitor

Marilyn Brown

Durham County Council

Dr Stephen Cronin

Safeguarding Manager /Local Authority Designated Officer
Durham Children & Adults Services

Diane Richardson

Designated Paediatrician
County Durham & Darlington NHS Foundation Trust
Designated Nurse Safeguarding Children
NHS County Durham & Darlington

Section 10: Core Business 2012/13

Core business planning is detailed in individual strategies and monitored through LSCB sub-groups and General Board

Key Responsibilities for LSCB

Standard 1

Children are safeguarded and protected

All agencies have clear strategic plans and policies that prioritise the safeguarding of children and promote their welfare, and involve users and their representatives in the development of these plans.

- LSCB partnership/ownership
- Involvement/participation of service users
- Child centred perspective
- Equal access to quality services
- Recruitment and supervision and workforce management of people who work with children

Outcome

- All agencies demonstrate compliance with Section 11 of the Children Act
- All partnership agencies demonstrate ownership of LSCB policies and procedures.
- The work of the LSCB fully incorporates a child centred perspective.
- All professionals are aware of the functions of the LSCB and have an opportunity to inform and contribute the work of the LSCB.
- All agencies provide demonstrable evidence that they actively involve children, parents and their carers in the development of strategic plans.
- All agencies have explicit written policies to promote equalities issues.
- All training opportunities incorporate equality issues as described within agency's policies.
- All training provided by the LSCB incorporates equality issues.
- Staff and volunteers from all agencies are aware of their responsibilities to ensure the safeguarding of children and have received training to enable them to fulfil this responsibility.
- Staff (including volunteers) have their safeguarding checks updated as required by legislation and guidance and these are properly recorded.
- Record keeping records confirm that checks are current on all existing and newly appointed staff and volunteers.
- The workforce is properly supervised and concerns are acted upon appropriately.
- All agencies have safe recruitment practices
- Staff are effectively supported and protected from danger and/or the risk of violence.
- Staff safety issues are reflected in training.
- Managers understand the importance of enabling staff to carry out their duties in the safest way possible.
- Agencies have effective and efficient processes to deal with allegations against staff, volunteers and others with the care of children.

Standard 2

The safeguarding of children in all settings and circumstances

Agencies have local policies and procedures that address the safeguarding of children living away from home and in other circumstances where they are known to be particularly vulnerable

- Young people in secure environments
- Children and young people exposed to domestic abuse
- Disabled children and young people
- Children and young people with substance abusing parents
- Children and young people in private fostering
- Children and young people who self-harm/misuse substances
- Children and young people at risk of sexual exploitation
- Unaccompanied children and young people
- Children and young people missing from education
- Children and young people in residential special schools
- Children and young people in long term special schools
- Children and young people in temporary accommodation
- Children and young people at risk of forced marriage
- Children and young people who are missing
- Children and young people who are unaccompanied

Outcome

- The LSCB has protocols in place to safeguard young people within secure environments in Durham and for young people normally resident in Durham who are placed in secure settings outside of the County.
The LSCB ensures that all agencies have effective and appropriate process to identify and refer to appropriate services concerns of Sexual Exploitation
- e-Safety Young people will have the knowledge, awareness and support to keep themselves safe in a digital world
- The LSCB works with other agencies to ensure that responses to issues of domestic abuse address child safeguarding issues.
- The LSCB, working with others, has proactively addressed and put in place strategies to address the needs of vulnerable children as identified :

Standard 3

The co-ordination and monitoring of the child protection system

The LSCB ensures agencies work collaboratively to develop and implement joint systems for ensuring the safeguarding of children, and monitors and evaluates the effectiveness of the child protection services

- LSCB ensures agencies work collaboratively
- LSCB monitors and evaluates the effectiveness and efficiency of the LSCB working arrangements
- LSCB monitors and evaluates single and inter-agency safeguarding practice

Outcome

- The LSCB is constituted by *Working Together to Safeguard Children* and has appropriate representation from all relevant agencies including those from the voluntary sector at an appropriate level of seniority.
- LSCB is adequately funded to fulfil its responsibilities
- The LSCB has put in place a Performance Management Framework based on clear standards and performance indicators for child protection, and uses management information in respect of child protection and safeguarding of children to improve services.

Standard 4 Effectiveness of Local Arrangements to Safeguard Children
Safeguarding concerns are identified and responded to appropriately and sensitively with agencies working in partnership to ensure children are effectively safeguarded

- Consistent understanding of thresholds
- Procedures are accessible and quality of practice known and managed
- Activities focus on child
- Performance management at point of service delivery

Outcome

- Staff undertake a Common Assessment (CAF) to address the needs of children
- Staff of all services have a consistent understanding of the thresholds for sharing information with and referral to Safeguarding & Specialist Services/Police, and the undertaking of an Initial Assessment to identify if the child is in need and, if so, if the child's welfare is being safeguarded.
- Responses to safeguarding concerns are conducted in accordance with the LSCB Child Protection Procedures
- All safeguarding activities focus on the child (What must life be like for a child living in this household)

Standard 5 Recording and information sharing for the purposes of safeguarding children

- Protocols for sharing information
- Baseline recording standards

Outcome

- There are clear protocols between the LSCB partner agencies for the sharing of information.
- Staff are aware of data protection and information sharing issues

Standard 6 Knowledge and skills

The LSCB ensures that staff (of the constituent bodies of the LSCB) who undertake work to safeguard children are well informed in respect of good practice and are appropriately skilled for the tasks

- Strategic plan – inter-agency training
- Delivery of inter-agency training

Outcome

- The LSCB has a strategic plan for inter-agency training of staff
- Partner agencies have the opportunity to attend a series of workshops to promote the work of the LSCB, share good practice and learn lessons. Staff of all LSCB constituent agencies are trained and supported in their work to protect children, and that this training is based upon up to date knowledge and skills
- Staff of all LSCB constituent agencies are trained and supported in their work to protect children, and that this training is based upon up to date knowledge and skills

Standard 7

Serious Case Reviews and Child Death Review processes

The LSCB conducts case reviews under the guidance of Working Together to Safeguard Children effectively and ensures that appropriate lessons are learnt and changes to practice implemented to maximise safeguarding for children

- Learning lessons
- Focus on actions and embedding change
- Monitoring processes
- Child Death Reviews

Outcome

- A Serious Case Review is undertaken in accordance with regulation 5 and Working Together 2010
- Parents are given every opportunity to contribute to Serious Case Reviews
- Agencies use the lessons learned from Serious Case Reviews to improve inter-agency working and improve practice to better safeguard and promote the welfare of children.
- Where the criteria for holding a Serious Case Review is not met, but it is considered by the Serious Case Review Panel that there are lessons to be learned, the Serious Case Review Panel will agree the appropriate action.
- Partner agencies have the opportunity to attend a series of workshops to share good practice and learn lessons.
- Action plans are implemented and their effectiveness monitored.
- All deaths of children and young people are reviewed by the Child death Overview Panel. Unexpected deaths are subject to local review

Standard 8

Reduce risk from potentially dangerous people

The police and probation service in collaboration with other relevant agencies ensure that effective arrangements to assess and manage the risks posed to children by potentially dangerous people are being established, monitored and reviewed

- Strategic and operational links
- Clear systems and processes

Outcomes

- Strategic and operational links exist between MAPPA and LSCB
- Clear systems are in place for the identification, tracking and management of people who are considered to present a risk to harm to children

Cabinet

16 January 2013

125 Year Lease to the Woodland Burial Trust CIC at South Road Cemetery, Durham



Report of Corporate Management Team

Ian Thompson, Corporate Director Regeneration and Economic Development, Terry Collins, Corporate Director Neighbourhood Services.

Councillor Neil Foster, Cabinet Portfolio Holder for Economic Regeneration, Councillor Brian Stephens, Cabinet Portfolio Holder for Neighbourhoods and Partnerships

Purpose of the Report

- 1 To seek approval to grant a 125 year Lease to the Woodland Burial Trust to occupy Council land for use as a natural burial site.

Background

- 2 Prior to Local Government Reorganisation there were active plans by Durham City Council to lease land adjacent the South Road Cemetery to an established community organisation for the purposes of natural burials. This got to the point of a draft lease being informally agreed, but was put on hold with Council reorganisation. The group has since evolved into Community Interest Company, (Woodland Burial Trust) and have maintained an active interest in the site.
- 3 Opportunity was taken to test public appetite for the proposal at the site as part of the 2011 bereavement services cemetery consultation, with 69% of 209 respondents favouring the scheme and only 5% against. At the Cabinet meeting on 22 September 2011 there was recognition of the group and a resolution to examine the business case, implementing arrangements subject to no budgetary pressure.
- 4 The Council is under no obligation to the group however, and a range of other service options exist, including direct delivery. On balance, however, notwithstanding the recognition of their longstanding interest, working with the group is proposed, as it presents no investment risk to the Council, allows the obvious enthusiasm and expertise of the group to be realised, and opens that part of the site up to income opportunities that would not be available to the Council, thereby increasing its chances of success.

- 5 The site's use is limited to burials through a covenant on the land and complies to the requirements of both planning and Environment Agency and is situated to the eastern side of the existing South Road Cemetery (as shown in red on the attached plan) and amounts to 2.8 acres or thereabouts.

Recommendations and Reasons

- 6 It is recommended that approval is given to grant The Woodland Burial Trust a lease of 125 years with the sole permitted use of a natural burial facility for the interment of human remains. This term is required as the burial rights for an individual last for 50 years and maintenance well after the site is full will be required.
- 7 An annual rent will be payable at the rate of 17.5% of net income generated from the sale of burial plots (for the avoidance of doubt net will be 50% of gross income). The rent will be reviewable every five years. The rent will be reduced to £1.00 (one pound) p.a. once the site has reached capacity. This initial rental period is in line with Council policy for the disposal of land at undervalue.
- 8 The Woodland Burial Trust will be responsible for the repairs, maintenance, insurance and all outgoings associated with the premises for the term of the lease.
- 9 The Woodland Burial Trust will be responsible for the payment of the Council's legal and surveyors fees in this matter.

Background Papers

File reference RM 173 and Valuation Sheet
Members Seminar – 'Grave Matters' 15 November 2010
Cabinet Report-22 September 2011
NSMT Report 20 February 2012

Contact: Jenny Gibbs Tel: 03000 267 030

Appendix 1: Implications

Finance –

Rental income to the Council associated with income generated from burial plots sold through the proposed use as a natural burial ground plus the Council's fees in completing the required Lease.

Staffing –

None

Risk –

The Woodland Burial Trust may not be successful in implementing the proposed use on the site. The lease will seek to mitigate any potential mismanagement of the land and Neighbourhood Services are aware of the commitment they may need to make if the service is required to come back in house in the future given the burial rights that will be granted to customers.

Equality and Diversity –

None

Accommodation –

None

Crime and Disorder –

None

Human Rights –

None

Consultation –

Public consultation in 2011. Consulted with Brian Stephens on 28 November 2012. Consulted with Councillor David Freeman, Councillor David Stoker and Councillor Neil Foster on 3 December 2012 and Legal Services have been consulted through the negotiation process.

Procurement –

None

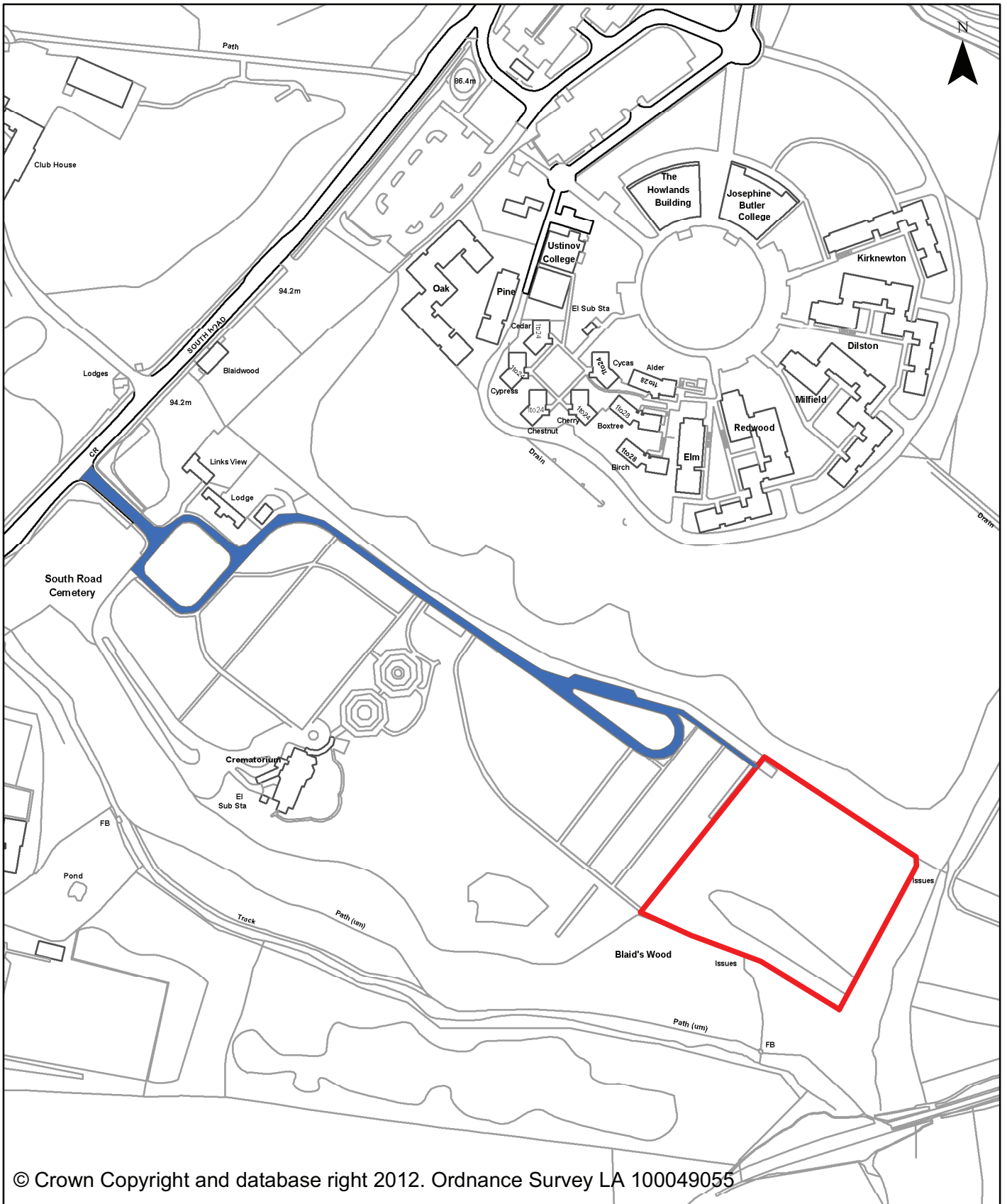
Disability Discrimination Act –

None

Legal Implications –

Legal implications are considered as part of the report.

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Title:

Scale: 1:3,000

Map Reference: South Road Cemetery Natural Burial Ground

Date: 20/11/2012



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