

To the Chair and Members

of the

**CABINET**

Mr M Jeffries

742221

MJ/ED - R82/32

11 July 2003

Dear Sir/Madam

A meeting of **THE CABINET** will be held in **COMMITTEE ROOM 1, CIVIC OFFICES, MERRIAL STREET, NEWCASTLE** on **WEDNESDAY, 23 JULY 2003** at **10.00 am**.

**AGENDA**

1. To consider the minutes of the previous meetings held on 23 and 28 May 2003 (copies attached – grey paper).
2. To consider the minutes of the Staffordshire Local Government Association held on 30 May 2003 (copy attached – yellow paper).
3. To receive a report where Chief Officers have taken power to act after consultation with the appropriate Cabinet Member/Councillor (copy attached – blue paper)
4. To consider the report of your Officers (copy attached - white paper).
5. To consider any business which is urgent within the meaning of Section 100B(4) of the Local Government Act 1972.
6. To resolve that the public be excluded from the meeting during consideration of the report (green paper) because it is likely that there will be a disclosure of exempt information as defined in paragraph 5, 7, 8 and 9 in Part 1 of Schedule 12A of the Local Government Act 1972.
7. To consider the report (green paper) of your officers.

Yours faithfully

**D A DIMOCK**

Head of Legal and  
Democratic Services

***Officers will be in attendance prior to the meeting for informal discussions on agenda items.***

## CABINET MEETING

23 July 2003

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# **PORTFOLIO – PERFORMANCE & RESOURCES**

## 1. **INVESTMENT MANAGERS PERFORMANCE REPORT 2002/03**

### **Purpose**

To report to the Cabinet upon the performance, during the financial year 2002/03, of the external managers appointed to manage the investment of surplus funds arising as a result of the sale of the former housing stock,.

### **Background/Issues**

Following the sale of its housing stock, the Council has a considerable sum available for investment. Two external investment managers, Investec and City Deposit Cash Management (CDCM) were appointed to manage the bulk of this. Each became responsible for managing £15,000,000 of funds in early April 2000. The balance of funds (a little under £8,000,000) is managed by your own officers in house.

One of the tasks which the Council's Treasury Management Consultants, Butlers, carry out on behalf of the Council is to monitor the performance of the fund managers. Their report for the final quarter of the year 2002/03, which also assesses performance for the full year, has been received and is attached at Appendix "A" (gold paper). From this you will see that Butlers consider that the managers have achieved a satisfactory return. This is particularly true in the case of Investec who out-performed the benchmark and the industry average by a significant margin. CDCM did slightly less well, comfortably out-performing the benchmark but achieving slightly less good returns than the industry average - but in view of the more restrictive parameters within which this manager is permitted to operate, the return was favourable.

When judging the performance of managers, it is important to view this over a number of years, rather than looking at just one year in isolation, particularly on account of the interest rate cycle itself covering two to three years on average. In 2001/02 the positions were reversed with Investec's performance being comparatively poor against that of CDCM and the benchmark. This pattern is not unexpected and, for this reason, two different types of fund manager were deliberately appointed. One, CDCM, can invest only in fixed cash deposits whilst the other, Investec, is permitted to also invest in Gilts and certificates of deposit. In general terms, when market conditions favour the one type of manager, opportunities for the other are not as favourable. By selecting two different types of manager it is hoped that the Council will be protected from the more violent swings in market conditions and be able to achieve a satisfactory return in any given year.

### **Financial Implications**

The income arising from the investment of these surplus funds is credited to the General Fund Revenue Account to offset the residual costs arising from stock transfer which are still payable by the General Fund and expenditure in respect of new initiatives . A sum equivalent to the difference between investment income and residual costs/new initiatives expenditure will be transferred to/from the New Initiatives Fund.

Interest earned in relation to 2002/03 in respect of the funds managed externally totalled £1,485,174. In addition Investec made a profit of £72,758 on the sale of Gilts and Certificates of Deposits. Interest earned on the balance of Stock Transfer funds managed in house amounted to £344,510. Total investment income, was therefore, £1,902,442 which compares with a revised estimate of £1,822,410.

Investment income for 2002/03 is a little less than that earned in 2001/02 (£1,991,174) and reflects a continuing, albeit modest, decline in interest rates during 2002/03. Rates for 2003/04 are expected to reduce slightly in the shorter term with a gradual but modest increase towards the end of the year being the generally held view in the market. Your officers have again taken a realistic view for 2003/04, estimating total income, excluding any capital profit/loss, which cannot be predicted, at £1,629,680.

**RECOMMENDATION:-**

That the report be received

**Background Information**

Butlers report on fund managers performance, reports from Investec and CDCM on performance for 2002/03 and year end valuation of funds.

2. **SERVICE AND FINANCIAL PLANNING AND PERFORMANCE MANAGEMENT FRAMEWORK FOR 2004/05**

**Purpose**

To consider the arrangements and issues for reviewing the Council's procedures for preparing Capital and Revenue Budgets

**Background**

At your meeting on 28 May 2003 you resolved that revised procedures be submitted to Cabinet as a foundation for preparing the 2004/05 budgets. Attached at Appendix 'B' (salmon paper) is a proposed set of procedures, based on those approved for the current year but updated to reflect:

- the integration of revenue and capital budgets
- the development of the Council's medium term service and financial plan
- the integration of the budget with the Council's Corporate Plan and Performance Management arrangements
- the consideration of the risks associated with the budget

**RECOMMENDATION:-**

That the Service and Financial Planning and Performance Management Framework for 2004/05 be approved

3. **CAPITAL STRATEGY AND ASSET MANAGEMENT PLAN 2004/05**

**Purpose**

To seek Members approval to the Capital Strategy and Asset Management Plan for 2004/05 which will be circulated prior to your meeting

## **Background**

The strategy for 2003/04 was considered to be satisfactory by the Government Office of the West Midlands. This strategy is prepared in accordance with the guidance issued by the Office of the Deputy Prime Minister for the 'Single Capital Pot' and the feedback from last years submission.

## **Crime and Disorder Implications**

There are none

## **Financial Implications**

The strategy describes the Council's approach for prioritising and funding capital projects.

## **RECOMMENDATION:-**

That the Capital Strategy and its submission to the Government Office be approved.

## **4. PLANNING DELIVERY GRANT AND PLANNING PERFORMANCE (1119/03)**

### **Purpose**

To seek Members' approval for the expenditure of Planning Delivery Grant monies, including new staff resources, in the light of information regarding the performance/resourcing of the Planning Service.

### **Background**

A report to April Cabinet (Minute 1119/03) set out details of the Planning Delivery Grant awarded to the Council which you resolved to ring-fence for expenditure within the service area. A subsequent and separate report to Scrutiny in respect of the Council's Delegation Scheme for Planning is also relevant in that Members recognised the need to review the staff resources invested in delivering the Planning Service.

At the time of this Agenda's publication this report was incomplete but it will be circulated to Members before your meeting.

## **5. APPROVAL OF HUMAN RESOURCES STRATEGY**

### **Purpose**

For Members to approve a Human Resources (HR) Strategy for the Borough Council.

### **Background**

Following the recent European Foundation Quality Model (EFQM) exercise, work has continued to develop a comprehensive HR Strategy for the next 3 years.

The strategy supports the Corporate Plan and Best Value Performance Plan and sets out the key priorities for improving the way in which the Council needs to manage its people in order to achieve its stated aims and objectives.

Our employees are the Council's most valuable and key asset. Much of what the Council does depends on their skills, knowledge, drive, creativity and capacity. The HR Strategy therefore:

- recognises the contribution of effective people management to the achievement of performance objectives and strategic priorities;
- seeks excellence in people management for the benefit of services to the residents of the Borough;
- adds value to services and helps the Council to manage and develop its people more effectively.

The authority's managers and trade unions have been consulted on the strategy and all responses received to date have been positive. A written response from the trade unions will be reported at your meeting.

### **Financial Implications**

It is proposed to reconfigure the Personnel Services Section to ensure future focus on priority HR/cross cutting issues by filling the currently vacant Personnel Officer post (ref A74) with a trainee, recruited via the National Graduate Development Programme.

The cost associated with this will be met from within the existing approved budget.

A copy of the strategy is attached at Appendix 'C' (blue paper).

### **RECOMMENDATION:-**

That the Human Resources Strategy be approved.

## **6. PROCUREMENT STRATEGY**

### **Purpose**

To consider and approve the revised Procurement Strategy and Principles.

### **Background**

The Corporate Management Team in recognising the need for a rewrite of the Council's Procurement Strategy based on latest guidelines reflecting the new Corporate Plan set up a task group. The task group led by the Head of Financial Services has prepared a Strategy and Principles of Procurement for the Council as attached at Appendix 'D' (grey paper).

### **Issues**

In writing the strategy your officers reviewed the different types of procurement, their values and responsible officers, developed procurement principles adopted in the strategy and devised an action plan supported by all departments. Procurement principles and actions for the future were devised taking into account the Council's revised priorities as set out in the Corporate and Best Value Performance Plan. The action plan appears as section 7 in the strategy (Appendix 'D').

### **Financial Implications**

There are none. As the action plan is implemented if there are resource issues these will be brought to further meetings of Cabinet where appropriate.

### **Corporate priorities**

#### **Crime and disorder and best use of Council's resources:**

As part of the action plan; standing orders in relation to contracts and codes of practice will be devised and staff trained in their content to ensure that procurement is within financial and legal constraints. Continuous improvement will be looked for in contracts.

#### **Increasing prosperity and economic vitality:**

The process of select lists will be reviewed and procedures applied that will encourage a wide range of suppliers.

#### **Reducing inequalities:**

Electronic means of procurement will be reviewed in an effort to improve accessibility and improve processes for procurement.

#### **Improved quality of life and improving quality and sustainability of the environment:**

Environmental policies will be applied to all procurement including sustainability.

### **RECOMMENDATIONS:-**

- (a) That Cabinet approve the Procurement Strategy.
- (b) That Cabinet approve the Procurement Principles.
- (c) That Cabinet receive future reports in relation to progress against the action plan as set out in the strategy.

## **7. TREE CONDITION SURVEY**

### **Purpose**

To inform Cabinet of the need to carry out Tree Condition Surveys.

To consider a proposal to introduce an integrated tree inspection programme.

### **Background**

The Council is currently responsible for trees on land within its ownership in such places as parks, woodlands, allotments, playgrounds, cemeteries, crematorium and incidental open space.

It is also responsible for trees in Closed Churchyards where a formal closure order has been made.

Historically, it has been estimated that there are around 15,000 urban trees that the Borough Council were responsible for. This would have included all parks etc. and highway trees, but not woodlands. The accurate split between highway trees and parks, etc. trees is not presently known, but is estimated to be in the region of 7,000 parks and open space trees.

With regard to woodlands, the Council is presently responsible for a range of woodlands varying in area and maturity. These consist of vast mature woodlands such as those around Bathpool Park or Bradwell Wood, to smaller community woodlands currently being planted on open spaces around the Borough. The overall number of woodland trees is unknown, however the area is in the region of 200 acres, which may contain up to 80,000 individual trees.

There is currently no regular and systematic survey and inspection regime for the tree stock. Some trees are inspected and records are kept. These trees usually are those requiring pruning or removal following representations from the public or generated by the Parks Management Team as part of their other duties.

The Council's adopted Policy for Tree Management (adopted 19 June 1991) describes how, at that time, a survey of trees was taking place. It was not possible to complete the initial survey or to carry out regular update surveys; this was understood to be due to financial constraints on the revenue programme. These resources have not been reinstated.

### **Issues**

Two high profile national cases involving trees and inspection regimes have been considered by the Courts in the last 2 years. The first, involving another Midlands authority, resulted in the Council being prosecuted after a mature tree fell and caused the death of 3 members of the public. In this case it is alleged that the tree had been in a poor condition for some time prior to its complete failure, and had not been acted upon. The council concerned was fined £150,000 plus £56,000 costs.

The second case, in a London authority, involved a mature tree, which caused damage to a nearby block of flats, resulting in the total bill faced by the Council in excess of one million pounds.

A further incident occurred in the South of the County last year when a tree fell and caused a fatality.

There is a legal liability for damage or personal injury caused by trees within the Council's control. The risk of such damage or injury occurring as a result of tree failure is dependent on the nature and intensity of site usage. For instance, a tree failure next to a busy footpath or highway is more likely to cause damage or injury than a similar event in woodland away from paths or roads.

A strategy for assessing hazards and risks is required, including the identification, assessment and classification of all trees within the Council's control. This would be linked with a maintenance programme on a priority basis, resulting from the inspection regime.

Whilst regular tree inspection cannot guarantee that a tree will not cause damage by dropping branches, blowing over, obscuring visibility or cracking walls, a properly integrated and documented survey and maintenance regime will have the dual benefit of identifying some problems and faults, which can be rectified before they cause an accident and in defending a claim against the Council.

Your officers recommend the adoption of an integrated tree inspection and maintenance regime as follows:

Identification and risk classification of all trees within the Council's control.

Regular documented assessment of the condition of trees on a risk analysis basis, i.e. inspection of all 'high' risk trees every 12 months, 'medium' risk trees every 2 years, 'low' risk trees every 5 years.

Specific investigation and evaluation of notices from property owners implicating trees to building damage.

Integrated programme of reactive and pro-active tree work linked to the outcomes of the inspection regime.

The Council's insurers opinion is that a tree related claim cannot be defended unless records from a system of inspection is in place, as long as any such system is properly maintained.

The cost of the larger claims involving trees over the last 3 years is £53,693. This figure includes both highway and parks and open space trees. From April 2003 the liability for highway trees has reverted back to Staffordshire County Council.

### **Financial Implications**

The adoption of an integrated tree inspection strategy will have a favourable impact on the cost of insurance claims that the Council receives in the future. The existence of a documented system will not only reduce the number of tree related claims received, but also provide stronger information in defence of such claims than is currently possible.

The cost of resourcing the system can be partially met by the existing Parks Management Structure, but will require an additional staffing resource to undertake the systematic inspection work. It will be necessary to create a new post of tree inspection officer at a technical level at a cost of £22,000 plus wages oncosts of £3,960 per year.

There would be a one-off set up cost of data capture equipment and software for the digital recording and processing of information of approximately £4,500.

This work could be procured through the use of a private consultant as an alternative to direct employed staff. However this would not necessarily be straightforward due to the proposal to use a combination of existing staff and additional resources.

Parks and Woodland trees are currently maintained on a reactive basis and funded from the Parks and Playing Field revenue budget. Currently in the region of £68,000 per year is spent

on this work. As previously stated, regular inspections will generate a workload of remedial works in excess of that previously undertaken. Whilst the exact amount of additional work cannot be identified at present, it is estimated that there could be a 50% increase (£34,000) in the cost of such works. This is not a precise estimate and the actual cost could be greater or lesser.

The additional cost of this work cannot be accommodated from within the existing approved general fund revenue programme and would require consideration alongside budget pressure points facing the Council.

### **Risk Management Implications**

A properly integrated and documented inspection strategy will meet the legal duty of the Council to take reasonable action to prevent damage or injury occurring from trees within its control. It will also strengthen the Council's defence should claims arise where damage or injury has occurred.

The issue of tree inspection and the need for a proper system has been discussed by the Council's Risk Management Group which supports the introduction of an integrated tree inspection and maintenance programme.

### **RECOMMENDATIONS:-**

(a) That Cabinet approves the establishment of an integrated tree inspection strategy as set out in this report.

(b) That the costs of introducing an integrated tree inspection and maintenance programme be considered by Cabinet alongside existing budget pressure points and be assigned a high priority due to the safety and risk factors involved.

### **Background Information**

Deleware Mansions Ltd. – v – Westminster City Council – House of Lords October 2001.

Health & Safety Executive – v – Birmingham City Council.

Minutes of the Risk Management Group.

## **8. THE INTRODUCTION OF TAX AND PENSION CREDITS**

### **Purpose**

To inform members of major changes which are being introduced to the welfare benefit system.

### **Background**

Last year the Government announced that during 2003/4 it would be introducing two, major welfare reforms: Tax Credits and Pension Credit. Tax Credits came into existence on 6 April 2003 and Pension Credit is being introduced on 6 October 2003.

Working Tax Credit is intended to provide a new work incentive for people of working age, while Child Tax Credit is intended to streamline support for all families with children.

Pension Credit is intended to reward people who have saved and it is claimed that it will provide a significant boost to many pensioners' incomes.

In a letter issued on 6 November 2002, the Department for Work and Pensions said:

"There will, of course, be a major impact on the administration of Housing Benefit. We in DWP, together with Inland Revenue colleagues, have been working hard to make the changes as easy as possible to implement for local authorities, and have been involved in extensive discussions with local authority representatives. But there is a considerable challenge for local authorities for two reasons.

First, workloads will increase. There will be an increase in the pensioner caseloads (our current estimate is 70,000 Housing Benefit and 310,000 Council Tax Benefit). The new Tax Credits will take some people off Housing Benefit but there will be a sizeable increase in the numbers of existing Housing Benefit recipients who in future will receive a credit. And there will be a lot more changes of circumstances to handle. We have already provided some information about expected volumes, and will look to refine this if we can.

Second, both new Tax Credits and Pension Credit involve new ways of treating income and capital, which are not easy to fit with the existing structure of Housing Benefit. For example, Tax Credits are based on annual rather than weekly income, and there will be different ways of treating pensioner claims depending on whether or not they receive Pension Credit."

The letter went on to say:

"In my view, there would have to be very special circumstances for an authority to decide that no additional staff were needed to run the Housing Benefit Service effectively through 2003 and beyond."

Your officers have been monitoring the situation closely. There has already been a significant increase in workload as a result of Tax Credits and it is anticipated that this will increase even more as a result of the new Pension Credit. The impact has been felt, not only by the benefit processing teams, but also, by the Customer Services Section.

The additional workload is having an adverse effect on the Benefit Services' performance and also on the quality of service being provided by frontline staff. To deal with this problem, your officers are of the opinion that two additional Revenues Assistants (to deal with benefit assessment) are required together with one Customer Services Assistant. The cost of this proposal in a full year, including oncosts, is a minimum of £47,950 to a maximum of £57,100.

### **Financial Implications**

The DWP has provided an additional £49 million in Administration Subsidy in 2003/4, to meet the additional cost of administering Housing and Council Tax Benefit, caused by the introduction of the new Credits. Of this, Newcastle will receive £88,811.

It has been recognised that these costs will be ongoing and an additional £30.5 million is to be distributed in 2004/5 (which would equate to about £55,300 for this Council) and £27 million a year thereafter (equivalent to about £49,000 pa for this Council). i.e. in the first 5 years the Council will receive about £290,000 grant for this additional responsibility.

The cost of the additional staff in a full financial year is a maximum of £57,100, or about £286,000 over 5 years well within the additional Administration Subsidy of £290,000 for the same period.

**RECOMMENDATIONS:-**

- (a) That two new Revenues Assistants posts be created on Scale 3/4.
- (b) That one new Customer Services Assistants post be created on Scale 2/3.
- (c) That the posts be advertised and filled as soon as possible.

# **PORTFOLIO – PROSPERITY & HOUSING**

## 9. MEMBERSHIP OF STAFFORDSHIRE I.A.G. PARTNERSHIP

### Purpose

To consider the Borough Council's Associate Membership of the Staffordshire I.A.G. Network.

### Background

#### **What is I.A.G.?**

IAG, which stands for Information, Advice and Guidance, is an initiative that was launched by the Department for Education and Employment (DFEE) in January '99.

### Aims

The aims of the Programme are *"to ensure that free, local information & advice services of a consistent quality are available to all adults across England"*. In April '01, the Learning & Skills Council (LSC) took over the responsibility for delivery of local IAG services for adults (20+).

IAG provides services which complement those provided by Connexions for the 13 to 19 age range.

### Funding

IAG Partnerships are funded by the LSC to provide services, and to develop networks of providers. Newcastle-under-Lyme is within the Staffordshire IAG Partnership area.

### Priority Groups.

Staffordshire IAG Partnership has a number of Priority Groups for the targeting of services:-

- a. People with learning difficulties.
- b. People with disabilities.
- c. People with mental health needs.
- d. People with low or outdated skills.
- e. Lone parents.
- f. People in areas of high unemployment/social deprivation.
- g. People 50+, especially those who are, or at risk of becoming, unemployed.
- h. Labour market returners.
- i. Offenders & ex-offenders.
- j. People in remote rural areas or other areas with poor public transport.
- k. Drug & alcohol misusers.
- l. Homeless.
- m. Refugees/asylum seekers.

There are clear links between these priority groups and the regeneration agenda.

### Membership

There are two categories of membership:

- (1) Full members. For organisations that provide one or more of the IAG services.

- (2) Associate members. Organisations that do not deliver IAG services but provide a signposting service into IAG services.

Newcastle Borough Council has been approached to join Staffordshire IAG Network as an Associate Member. There is a requirement to agree to the Guidance Council's code of principles, which is attached.

#### Benefits of membership.

The key benefits of Associate membership for the Borough Council, amongst others, are:-

- Being able to have an input into the government's Lifelong Learning agenda, with particular relevance to the link between IAG and regeneration, as highlighted in the attached "Inclusion & Inclusiveness Project Report".
- It would send out a positive message about the Borough Council.

#### **Crime and Disorder/Corporate Priorities Implications**

**Crime & Disorder** - Provision of quality information, advice & guidance to the Priority Groups, particularly people with low or outdated skills, people in areas of high unemployment/social deprivation, offenders & ex-offenders and drug & alcohol misusers will improve their opportunities for obtaining employment, thereby reducing levels of crime & disorder.

**Corporate Priorities** - There is a clear linkage between IAG & the Borough's Regeneration priorities.

#### **Financial Implications**

- Membership is free.
- Associate members are eligible to apply for indirect funding, such as training.

#### **RECOMMENDATION:-**

Your officers recommend that the Borough Council take up this offer of Associate Membership of Staffordshire IAG Network for the reasons outlined in this report.

#### **Background Information**

1. IAG "Programme Information".
2. IAG "Membership Details".
3. IAG "Membership List".
4. The Guidance Council's "Code of Principles".
5. Staffordshire University Centre for Economic and Social Research "Inclusion & Inclusiveness Project Summary".

Further information can be obtained on the IAG's Website, [www.staffsiag.com](http://www.staffsiag.com)

10. **CHESTERTON SRB2 COMMUNITY PROGRAMME – SUCCESSION STRATEGY; EVALUATION REPORT; END OF SCHEME ARRANGEMENTS; FINAL SPEND FIGURES & OUTPUTS**

#### **Purpose**

To inform Members of the situation regarding the closure of Chesterton SRB2 Community Programme.

## Background

Members will be aware that the seven-year SRB funded Chesterton Community Programme came to an end on 31 March 2003. This report covers four issues in relation to the closure of the Programme:-

- (a) Succession Strategy.
- (b) Evaluation Report.
- (c) End of Scheme Arrangements.
- (d) Final Programme Expenditure figures & outputs.

## Succession Strategy.

It is a requirement of all SRB Programmes that a Succession, (or Forward) Strategy is produced, in good time in advance of the end of the Programme, outlining what it is intended will be done after the end of the Programme to sustain, and further develop, the regeneration work that has been carried out during the lifetime of the Programme. The Chesterton Succession Strategy document was approved by the Chesterton Community Partnership Board on 19 December 2002, and has been agreed by Advantage West Midlands (AWM). A copy of the document is available in the Members' Room.

### The key points of the Succession Strategy are:

- The main purpose of the Succession Strategy is to "Secure the continuation of partnership working within the community, in order to ensure that through local & broader regeneration activities, the people of Chesterton are able to continue to access and benefit from improved Social, Economic, Educational, Health, Environmental & Crime related initiatives".
- From a strategic perspective, the LSP Board will act as the Successor Body.
- The Borough Council will continue to act as Accountable Body until all relevant issues have been completed.
- From an operational perspective, Chesterton Community Forum will act as the Successor Body.
- Information about what is intended to happen to individual projects that have been part of the SRB Programme is included, where relevant. This will include how projects will be funded.
- Information about the Evaluation Report (see later).
- Information about the End of Scheme arrangements.
- The role of Newcastle Borough Council's Community Regeneration Officer.

## Evaluation Report

All SRB Programmes are required to produce an Evaluation Report. This is intended to carry out a comprehensive review of the Programme, over its full seven-year duration, and make recommendations.

Sally Benn of Newcastle Voluntary Sector Training Project was commissioned to carry out the Evaluation Report for the Chesterton Community Partnership. The main purpose of the Report is described as:-

To assess the impact of the Chesterton SRB Community Programme between the years 1996 – 2003 in order to influence and inform its Succession Strategy.

The work involved the following:-

- (1) A review and reflection on the baseline data and final outcomes.
- (2) A financial analysis and cost effectiveness breakdown.
- (3) Championing real outcomes from qualitative data.
- (4) Suggesting improvements based on lessons learnt.
- (5) Offering good practice lessons for future activities and other programme-based initiatives.
- (6) Producing a final written report document to be distributed to partners, GOWM/AWM, community members and the local media.

A copy of the Evaluation Report is available in the Members' Room. A summary of the Key Findings are as follows:-

- **Failure of the first SRB bid = success.** The community had to be consulted for the second bid, and that sparked off interest within the community, and knowledge of what the community wanted to see.
- **Projects had to hit the ground running with no chance to consult first.**
- **No real foundation was laid at the start.** No time was given at the start to help people understand where they fitted into SRB.
- **Consultation was successful.**
- **Topic groups** were good since they concentrated "experts" in the field, but there was not enough synergy between topics.
- **SRB Jargon** was difficult to relate to.
- **Programme management** changes caused continuity problems, with no formal systems to minimise this.
- **SRB or Council.** Many local people did not realise work was SRB funded and thought it was all the Council.
- **Reclaiming a sense of community.**
- **Empowering and enabling of local people.**
- **Increase of pride of the area.**
- **Educational improvements.**
- **One Stop Shop is concrete evidence of community development & empowerment.**

#### End of Scheme Arrangements.

The End of Scheme arrangements covered two areas. Firstly, the archiving of SRB documents, now held by the Borough Council, and the distribution, within the Chesterton community, of equipment. Both tasks needed to be done in accordance with AWM's requirements. The arrangements have been audited, and the Borough Council's Internal Audit has expressed satisfaction with them.

#### Final programme expenditure figures & outputs.

For the final year (2002/3), approved SRB expenditure was £345,390. The final actual expenditure was £345,116, leaving a balance of £274, subject to audit. The difference is accounted for by some projects not claiming their full entitlement. The final figures have been approved by AWM.

An essential part of the monitoring of SRB Programmes is the measurement of outputs, covering a range of themes. In the final year, 94.6% of outputs were achieved or exceeded.

Please see attached documents for full details.

### Legacy

There are a number of legacies & lessons from the Chesterton SRB2 Community Programme that are of importance for the Borough Council.

- o **Specific Projects.** There have been a number of projects for which the Borough Council has been the lead Agency that have had a lasting impact on Greater Chesterton. Good examples of this would be:-
  - The Community Sports Centre on the Chesterton Community High School site, and the associated Community Sports Development project. This has now been mainstreamed by the Borough Council.
  - Civic Pride.
  - **Apedale Community Country Park and the associated Apedale Heritage Centre**, to which the Borough Council has made a long-term commitment through the Three Dales Vision strategy.
- o **Community Chest.** The widely acclaimed success of Chesterton & Newcastle Western Urban Villages Community Chests was instrumental in the introduction of the Borough Council's own Community Chest schemes. Chesterton Community Forum, since the cessation of the SRB2 Programme, has become the locally based body responsible for managing the Borough Council Community Chest for the area.
- o **Chesterton Community Forum**, which exemplifies the empowered community in Greater Chesterton.
  - The **One Stop Shop** managed by the Forum, which has been operating from larger premises since 1 April 2003 to meet increased demand, provides invaluable community services, including the NuLinks scheme developed in partnership with the Borough Council.
  - The Forum's active involvement in the **Newcastle Communities Forum**, which plays a crucial role in the Newcastle LSP structure, and the involvement of individual members of the Forum in the LSP at all levels.
  - The role that the Forum has played, and is playing, in helping to develop and build-up the Borough Council's capacity to engage with local communities.
    - The Forum and the One Stop Shop is being frequently used as an example of **Best Practice** for community-led activity & facilities, and providing models to be followed in other parts of Newcastle, and elsewhere in the County.
- o The role of **Community Development** work has been crucial in supporting the local community to develop their capacity. Chesterton Community Forum will shortly be employing their own Community Development worker for two years through grant funding that they have secured from their own activities. At the present moment in time, when the Western Urban Villages SRB3 Programme ends on 31 March 2004, there will be no other generic Community Development Workers employed outside of Chesterton. This presents an important resource issue since the Borough Council's ability to achieve the Community Regeneration objectives will be constrained without community development work on the ground in the key areas of Newcastle.

### Crime and Disorder/Corporate Priorities Implications

**Crime & Disorder** - port for sustainable regeneration in Chesterton will have a general overall positive effect in crime reduction, as well as specific crime reduction initiatives.

### **Corporate Priorities**

- Generally, regeneration is a core priority of the authority.

### **Financial Implications**

No direct financial implications.

### **RECOMMENDATION:-**

That the information be received.

### **Background Information**

- Chesterton Community Partnership Succession Strategy – Members' Room.
- Chesterton Community Partnership Evaluation Report – Members' Room.
- Chesterton Community Partnership, SRB Grants Claims, 2002/3 – attached.
- Chesterton Community Partnership, Outputs, 2002/3 – attached.

## **11. NORTH STAFFORDSHIRE REGENERATION ZONE PILLAR 4 (REGENERATING COMMUNITIES) STRATEGIC PROCUREMENT FRAMEWORK**

### **Purpose**

To inform Members of the completion of the Strategic Procurement Framework for North Staffordshire Regeneration Zone Pillar 4 (Regenerating Communities) activity.

### **Background**

Members will be aware that much of urban Newcastle and part of Kidsgrove (together with most of Stoke-on-Trent) is included in the North Staffordshire Regeneration Zone (NSRZ), which will be the focus for the majority of AWM's regeneration funding in the sub-region over the next 10-15 years. The development of projects in the NSRZ reflect the four pillars of AWM's Regional Economic Strategy, and four sub-regional working groups have been set up to identify and deliver these projects. The Regenerating Communities Working Group, led by your officers, promotes the Regenerating Communities Pillar of the Regional Economic Strategy in the NSRZ.

Most of the attentions of the Regenerating Communities Working Group had been concentrated on the development of a Strategic Framework document until January 2003 (see report to Cabinet, February 2003). Since then, the Working Group (which includes officials from AWM), had felt that a Strategic Procurement Framework document was required, and consultants ECOTEC were again appointed to complete this work. This Strategic Procurement Framework document is intended to introduce a commissioning framework to call for strategic projects, therefore avoiding the situation where a large number of non-strategic projects are submitted. Ultimately, this should limit abortive work and ensure that higher quality, sub-regional projects deliver the regenerating communities agenda in the NSRZ. A copy of the document is available in the Member's Room.

### **The Strategic Procurement Framework**

Building on the four linked strategic priorities identified in the Strategic Framework (see report to Cabinet, February 2003), the Strategic Procurement Framework seeks to address

key labour market issues in North Staffordshire, such as high rates of unemployment in certain areas, high youth and long-term unemployment, and low female economic activity rates. It also seeks to address barriers that are preventing NSRZ residents from accessing employment and training opportunities. These include personal barriers (such as low aspirations, poor health, poor educational attainment and poor basic skill levels), external barriers (such as low average earnings, gaps in public transport provision, and poor housing conditions) and organisational capacity limitations in the public, voluntary and community sectors.

The Strategic Procurement Framework document sets out a method of addressing the key labour market issues and removing the barriers to employment and training mentioned above. Central to this is a model that introduces four inter-linked blocks of interventions or steps that illustrate a pathway to employment:

- Step 1 – **capacity building** of voluntary and community organisations to deliver employment and training.
- Step 2 – activities to **engage** groups traditionally under-represented in education, learning and employment.
- Step 3 – **removing barriers** to employment and training.
- Step 4 – measures to improve individuals’ **employability**.

The Strategic Procurement Framework document also provides practical pointers for would-be applicants. This consists of tests that the applicant should consider when applying for funding, examples of the sort of activity that may be supported under each step, cross-cutting principles and strategic linkages that should be adhered to, and an outline of the process that applications will need to follow in order to secure financial support.

Before this Strategic Procurement Document can be used to strategically commission projects, the Pillar 4 Working Group feels that the Strategic Procurement Framework should be tested in two distinct neighbourhoods. The neighbourhoods chosen are the Stoke Approach SRB4 programme area in Stoke-on-Trent and the Knutton/Cross Heath Neighbourhood Management Pathfinder area in the Borough. Consultants will then be appointed to analyse the current position in terms of employment and training opportunities, an analysis of what is preventing residents from accessing these opportunities, an analysis of the recruitment needs of local employers, and an audit of existing or planned labour market interventions. The consultants will then be expected to produce an action plan of further interventions that fill the gaps in existing provision, therefore removing all the barriers that currently prevent local people from accessing employment and training opportunities.

#### Implications for the Borough Council

The most immediate implication for the Borough Council will be that the Knutton/Cross Heath Neighbourhood Management Pathfinder area will be considered as an early “test case” for the Strategic Procurement Framework. This will ensure that a well-considered programme of labour market interventions will be proposed for the Pathfinder area. These interventions are likely to be prioritised for funding from AWM through the NSRZ Implementation Plan, and this prioritisation should be welcomed given the Borough Council’s continued commitment to that area.

The Strategic Procurement Framework, and the additional study testing the Framework in the two pilot areas, does have implications for other pipeline projects seeking funding under Pillar 4 Regenerating Communities of the NSRZ. It is now extremely unlikely that the Newcastle Coalfields Community Capacity Building Project will be supported in its current form. However, steps are being taken to ensure that certain elements of that project are

taken forward, with attention currently being paid to the childcare element of the project. This childcare project, along with other elements of the Community Capacity Building project that will be supported in time (for example community enterprise support and the network of local information centres), are now more likely to progress as sub-regional projects operating across the NSRZ in both the Borough and Stoke-on-Trent.

#### Pillar 4 Lead Role

Members will recall that the Borough Council has agreed to be the lead authority for Pillar 4 Regenerating Communities activities delivered through the NSRZ, and there has been an intention for some time that the Borough Council will employ the Pillar 4 lead officer (funded by AWM) on behalf of the NSRZ. The appointment of this lead officer has been delayed for a number of months whilst a process has been undertaken to strategically align the NSRZ with other major sub-regional regeneration programmes, namely the Housing Market Renewal Pathfinder programme and the Stoke Works SRB6 programme. Following this alignment, and the recent confirmation of the Borough Council's lead role in community regeneration activity in the sub-region, Member agreement to the appointment of the Pillar 4 lead officer is now required. A separate report will be submitted to the General Purposes Committee on this matter.

#### Financial Implications

There is none at this stage, though the support for activities in the Knutton/Cross Heath Neighbourhood Management Pathfinder area will bring regeneration funding to the Borough in the short term, while sub-regional projects will bring further funding in the medium term.

#### Crime and Disorder/Corporate Priorities Implications

There is none at this stage.

#### RECOMMENDATION:-

That the information is received, that Members agree to continued officer involvement in the NSRZ Pillar 4 Working Group, and that Members agree to the appointment of the Pillar 4 lead officer.

#### Background Information

ECOTEC, May 2003, "A Pillar 4 Strategic Procurement Framework for the North Staffordshire Partnership – Final Draft"

### 12. NORTH STAFFORDSHIRE HOUSING MARKET RENEWAL PATHFINDER COMMUNITY VISIONING AT GALLEYS BANK, KIDSGROVE

#### Purpose

To advise Cabinet that a bid for funding to commission a Community Visioning Project at the Galleys Bank Estate has been approved by the North Staffordshire Housing Market Renewal Partnership Board.

#### Background

A report to Cabinet on 18 December 2002 indicated that the Government had announced nine Housing Market Renewal Pathfinder (HMRs) one of which includes the core of Stoke-on-Trent and parts of the urban area of the Borough.

The (HMR) initiative seeks to tackle low demand and is preparing a strategy that will be submitted to the Office of the Deputy Prime Minister by March 2004. In the meantime bids have been invited to the Early Action Programme for projects, which can be completed before the end of this financial year.

The former British Coal Board estate on Galleys Bank is within the boundary of the HMR and the regeneration of the estate is included as a high priority within the Private Sector Housing Renewal Strategy. Accordingly a bid for £45,000 was made to the HMR Pathfinder Board for a grant to fund a research study to be carried out by a specialist consultant and this has been successful.

### The Research Project

The objectives of the project are to:

- Ascertain resident's views about the neighbourhood's problems and the priorities for tackling them.
- Confirm the sustainability of the estate.
- Devise strategies/options for restoring the potential of Galleys Bank with the North Staffordshire Housing market, which will provide confidence and reverse decline.
- To act as a pilot exercise for the HMR which should provide lessons for the regeneration of other areas of non-traditional housing particularly former coalfield estates.

The consultants will carry out face to face interviews, property surveys and work with focus groups. In addition research into good practice in the regeneration former Coalfield communities in the UK will be carried out.

It is proposed that a draft report will be produced by February next year.

### Crime and Disorder Implications

There are none arising from this report.

### Financial Implications

Tenders will be sought to complete the work and a grant of up to £45,000 will be made available from the HMR Pathfinder Board. Subject to compliance with the grant conditions no direct costs will fall to the Council. However, there will be indirect costs attributed to the project associated with Officer input to the process including preparation of the brief, supply of data and facilitating the consultation process to ensure the smooth running of the project.

### RECOMMENDATION:-

That Community Visioning Research Project on the Galleys Bank Estate, Kidsgrove be implemented with funding allocated by the Housing Market Renewal Pathfinder.

## 13. HOMELESSNESS STRATEGY

## **Purpose**

To seek cabinet's approval for the Newcastle-under-Lyme Homelessness Strategy.

## **Background**

The Homelessness Act 2002 was passed at the end of February 2002, with a few duties (primarily those concerned with informing applicants about their rights to seek a review of decisions) coming into effect immediately. In July 2002 a Commencement Order was agreed in Parliament to come into force on 31 July, which required all local authorities to implement the remaining sections with the following duties within 12 months:

- (a) conduct a review of homelessness services
- (b) publish the review
- (c) produce and publish a strategy to address the areas identified in the review as needing attention.

This means that the Council needs to have a Homelessness Review and Strategy in place by the end of July 2003.

## **Production of the Strategy**

Within North Staffordshire the voluntary homelessness services and specialist temporary accommodation providers assist homeless people from Newcastle, Stoke-on-Trent and Staffordshire Moorlands. In order to obtain the relevant information to produce the review and strategy the Council in conjunction with Staffordshire Moorlands District Council and Stoke-on-Trent City Council have worked with providers across North Staffordshire.

On the basis of this information Officers prepared a Homelessness Review, which was approved by Cabinet on 22 May 2003. This Review was then used as a basis for the Homelessness Strategy.

The Government expects homelessness reviews and strategies to be formulated through good collaboration between agencies. The prioritisation and identification of further improvements to homelessness services have been discussed at the Housing Forum, which is the housing theme group for the Local Strategic Partnership. Following the meeting in May a draft Homelessness Strategy was prepared by Officers, discussed at the Corporate Housing Strategy Group and distributed to all partners for further consideration.

This final consultation stage identified some additional issues, which your Officers have been able to incorporate into the Strategy;

- Engaging with service users
- Support services for homeless people with medium and higher support needs More flexible 'Floating support'
- Looking at more innovative approaches to providing information beyond leaflets
- Rural homelessness

Thus a wide variety of organisations from the public, private and voluntary sector have been involved in producing both the review and strategy and consulted on the final form of the strategy.

## **Financial Implications**

There are no direct implications at this stage, but clearly the strategy requires existing staff resources to be directed to delivering the actions listed.

### **RECOMMENDATION:-**

To approve the Newcastle-under-Lyme Homelessness Strategy and submit it to Office of the Deputy Prime Minister.

### **Background Information**

Newcastle-under-Lyme Homelessness Review

## 14. **BUSINESS CONSULTATION ON REGENERATION ACTIVITY IN THE BOROUGH**

### **Purpose**

To report comments received arising from consultation with businesses in response to the Borough Council's publication 'Regen Review 2003'.

### **Background**

Members will be aware of the publication, in early May, of the second annual 'Regen Review' newsletter, a copy of which was also distributed to all councillors. The purpose the newsletter is to provide a summary of some of the principal activity areas in the field of economic regeneration which the Borough Council has an involvement in, with a snapshot of 'headline activity' of progress made over the previous twelve months and the progress which the Borough Council is seeking in 2003/4. It is a four page, full colour newsletter designed to illicit interest and a response.

The aim of the publication is to engage the wider business community, both by informing them (in an accessible form) where progress is or isn't taking place and by asking them for their views about the focus of the Council's activity - whether the Council is concentrating its efforts on the right things and how well the Council is performing in terms of making progress towards its stated aims.

### **Response**

The publication was accompanied by a short feedback form for ease of response (e.g. by fax). In all over 300 local businesses were sent a copy of Regen Review 2003, ranging from manufacturing companies, distribution firms, professional services, retailers and others. A number of partner organisations (as well as all the Borough Councillors) were also sent a copy.

- Thirty one replies have been received. This may seem modest for the effort invested in producing the publication, but it should be noted that:
- the thirty one replies which have been received provide useful feedback on which to form judgements (see below).
- a large number of local firms will have received and read the information and are now better informed than they would otherwise have been. This has value which is not negated by their decision not to respond.

- the publication provided a useful side-benefit of advertising the shortly-to-be-formed 'Business Panel', from which, as a result of this publicity, a number of business panel volunteers have come forward.
- the Sentinel newspaper, in response to the request for feedback, went a step further by arranging a lengthy interview, the result of which was a very positive two page feature in the 'paper on May 21<sup>st</sup> on economic regeneration in Newcastle, looking at the major economic issues which the Borough faces and the principal areas of progress which are now being made to address these. Such a piece helps to balance the tendency for the media to give over the greater part of its coverage to negative stories such as company closures and redundancies.

### Feedback

- In response to the question 'On our summary of past, present and future activities, do you think that we are putting our efforts in 'the right things?'\_the response was:-

Yes	9
Broadly yes	14
Not entirely	5
No	1

Specific comments included:

'Whilst the brief is economic, I believe the housing issues (via HMR Pathfinder) will become increasingly relevant'

'Hotel quality in the area is generally poor and we cannot recommend them to our visitors so a word to encourage hoteliers to 'step-up' quality would be welcome.'

'Entertainment is overlooked.'

'Comments have been submitted to the Newcastle Community Strategy on marketing of local skills, improving the accessibility of the area to business and tourist visitors; accessibility of employment sites by public transport; bidding for the siting of a public agency locally.'

'Excellent work – but more focus on attracting 'high-tech' industries / new economy sector.'

'Congratulations on the Regeneration Team at Newcastle Borough Council for a job well done'

'The high cost of crime needs factoring into the issues.'

'I agree with the emphasis on sites for higher added-value work'

- In response to the question 'In terms of 'how we're doing' (in those areas where we have an involvement) are you satisfied that the Borough Council is making satisfactory progress toward meeting its economic regeneration aims?', the response was:-

Yes	11
Broadly yes	14
Not entirely	3

No 2

Specific comments included:

'All the new commercial buildings are too big; there is nothing coming for SMEs of around 3000 to 4000 sq ft.'

'Higher levels of prosperity in medium / long-term gained from 'new economy' investment.'

'Still only attracting poor quality jobs (distribution) if we are going to inspire our young people.'

'You say what the figures are for the period to April 2003 – but what were the targets?'

'But the aims should be checked and re-focussed.'

'Pro-active forums and better means of communication with local business is required. Supporting new and high growth SMEs is a must!'

- In response to the question 'in communicating with you on the above, do you think this newsletter approach is ...', the response was:-

Too lengthy	2
About right	27
A bit thin	2

'... and does it contain the right information on which to make an informed judgement', the response was:-

Yes	16
So so	9
No	1

- 13 People expressed interest in participating in the Business Panel and a further 7 replied perhaps, subject to time and format.

Specific comments on the preferred method of business engagement included:-

'Business breakfasts, each with a given focus e.g. local recruitment, acquisition of local skills, business / community partnership.'

'Predominantly by e-mail / on-line newsletter, kept brief but provided quarterly and giving opportunity for change as a result of business feedback.'

'Periodic, late afternoons / early evening meeting with timed agendas.'

'Make objectives clear at initial approach, make sure key decision makers for Borough Council are there; complete actions where possible – not a talking shop!'

'Forum meetings for specific sectors; website providing detailed information and opportunity to interact with forums and council.'

'Email mailing list.'

'To publicise the range of businesses which could help 'business-to-business' locally.'

'Questionnaire and follow-up meetings.'

'Web-based chat room.'

'Staff to visit local businesses.'

'Preference is for a 4 p.m. – 6.00 p.m. business forum round table discussion.'

'Regular newsletter/publications; forums outside business hours; individual company visits.'

'Restarting the regular liaison meetings with the Chamber of Commerce which seems to have lapsed.'

'The Business Panel should agree and define a clear set of objectives and issues to be considered to avoid time spent on irrelevant matters.'

### **Conclusions**

In broad summary, respondents thought that the Council was putting effort into the right things, that it was making good progress and that the newsletter approach was a useful format with which to communicate. 60% of respondents felt that Regen Review contained sufficient information to make an informed judgement, but only a third felt it was 'so-so' and consideration will be given to this in planning next year's edition.

Such input is always of value in providing the Council with a 'reality check' and (if this is required) further prompting into action. More detailed comment and support will, it is hoped, be achieved through the establishment and work of the Business Panel, further details of which will be reported to you when these are more fully developed. The Business Panel was due to be launched on 10<sup>th</sup> July (between the writing of this report and the date of your meeting) and some of the comments which have been received by businesses will be incorporated in how the Panel will operate.

### **Financial Implications**

The cost of printing the 'Regen Review' was £370 and this was met from within the provision in the economic regeneration service's 2003/4 marketing budget.

### **RECOMMENDATION:-**

That the report be received and a further report be submitted to a subsequent meeting on the development of the planned Business Panel.

15. **BUILDING CONTROL DATA CAPTURE: GIS THE NATIONAL LAND AND PROPERTY GAZETTEER, THE NATIONAL LAND AND INFORMATION SERVICE AND LOCAL LAND CHARGE SEARCHES (686/03)**

### **Purpose**

To seek Members' approval to extend of the data capture programme previously approved by Cabinet on 27 November 2002 to include essential Building Control data.

## **Background**

The Council has invested substantially over the last year or so in a range of ICT applications in all services as part of its modernisation agenda with the aim of meeting the national 2005 e-Government targets and to improve the quality of the Council's service provision.

The Cabinet, at its meeting on 27 November 2002, resolved to spend £375,000 to develop corporate GIS with associated data capture and a Local Land and Property Gazetteer (LLPG) to form the Council's component of the National Land and Property Gazetteer (NLPG). To ensure that these applications are successfully delivered and implemented on schedule the Council resolved to retain TerraQuest Information Management Ltd as consultants and to create two permanent and corporate posts of Corporate GIS Manager and GIS Officer. To facilitate the operation of these applications and, in particular, electronic Local Land Charge Searches as part of the commitment to the National Land Information Service (NLIS). The necessary data capture for this project includes Planning Applications back to 1947 and other data, which will together comprise the Local Land Charges Register. A specialist data capture company will capture this data into electronic form. The November Cabinet and the General Purposes Committee approved the resources to facilitate the data capture required by the Council, involving the preparation of the data prior to capture, verifying the quality of the data following capture and the temporary staffing arrangements. Subsequently, two fixed-term data validation posts and the backfilling the Senior Administrative Assistant's post were approved. At this stage capture of Building Control data was considered desirable although essential.

Following the Cabinet decision, a "Land and Property Systems Project Board", comprising the Consultants and representatives of all services was established in January to manage the project (including the data capture process). The Board in its role of managing the project, has examined carefully the requirements for data capture and has concluded that the scope of the approved data capture needs to be expanded. Detailed examination now recognises that the capture of Building Control data is essential. This is a result of the new Local Land Charge Search procedure introduced last year and the growing demands of solicitors and house owners requesting information on Building Control applications and completions. Furthermore, some essential information both to planning and Building Control was stored (pre-1974) on Building Control files only. In addition, this data needs to be captured to achieve eGovernment objectives, the Council's modernising agenda and to satisfy the statutory regulations on electronic communications. It will also enable a greatly enhanced service provision through the expedited access and analysis of information to Members, officers and the public.

The Town and Country Planning (Electronic Communications)(England) Order 2003 published in April this year. This requires the Council to introduce electronic communications for planning applications, listed building applications, notices and appeals. This would also apply, in principle, to Building Regulations Applications and Building Control data. Local Authorities are encouraged to set up a website for advertising planning applications (and similarly Building Regulations Applications) to include the address, all plans and other documents submitted and as such should be open for inspection. All this is aimed at improving the quality of service and access to information. Provision of the Building Control data would also generate an income from requests for supplementary questions on Searches and for other information.

### Options for data capture

The Cabinet previously resolved the electronic capture of Planning Applications back to 1947 and other associated data comprising the Local Land Charges Register at an estimated cost of about £175,000 including staff costs. The process involves the preparation of the data in-house, staff to undertake this work, and the capture of GIS and textual data by a specialist data capture firm. This same procedure would also apply to the capture of Building Control data comprising about 50,000 files, but it is expected that the staff posts already approved could undertake some of the work with additional support. Whilst the costs will increase, some economies of scale can be expected and, therefore, overall costs are likely to be less. At this stage, however, it is safer to leave the funding requirement as in the Consultant's original report and, therefore, an additional figure of £125,000 (including £30,000 staff costs) is recommended.

### Options for Document Imaging

Unless forward scanning of new applications is undertaken, all newly submitted planning applications after the date of the capture contract would need to be captured at some future date in order to avoid building up a backlog of this "non-electronic" data. Forward scanning, therefore, is an essential part of the recommended procedure and, consequently, the options for historical data capture and forward scanning, which are currently being examined, are: -

- forward scanning through a managed service
- forward scanning undertaken in-house
- forward scanning and scanning of historical data by external contractor
- forward scanning and scanning of historical data in-house

A pilot exercise has already been undertaken by Building Control into the feasibility of document imaging with the Council's existing supplier of Document Imaging software. A report on the outcome and the options for broadening this exercise will be brought to a future meeting.

### **Corporate Implications for Crime and Disorder**

There are none.

### **Financial Implications**

The electronic capture (text and GIS) of Building Control data by a data capture company at a budget cost estimated at **£125,000**. this could be met from the following budgets:-

- Building Control fees: these are currently under reviewed, with higher fees to be set probably from 1 September 2003. There has been a surplus on the trading account for each of the last 3 years, some of which could be used for this purpose.
- Planning Delivery Grant: a report elsewhere on your agenda sets out how the grant should best be used for improvement of the Planning Service. This suggests that up to £12,000 could be reserved to help fund the electronic capture and retrieval of Building Control data, to facilitate improved planning performance and the quality of this service.
- Local Land Charge Searches: there is increasing demand from solicitors, homeowners and applicants arising from the new Search procedure introduced in April 2002 for

Building Control data. Supplementary questions and requests for data will generate an income.

- The ICT Development Fund already covers the requirements for the main project costing £375,000.

Detailed funding proposals will be presented at your meeting.

The precise 'funding cocktail' may be a matter for officers to resolve in detail in liaison with the Cabinet Member with responsibility for Resources.

### **Conclusions**

The proposed data capture meets the Council's corporate and e-Government objectives, and supports the Corporate Plan and the Community Strategy approved by the Local Strategic Partnership. It will improve the quality of the Building Control Service, whether it is provided in-house or in Partnership with the City and it will support other Services such as Land Charges and the Local Land and Property Gazetteer. The capture of this essential data will provide a more effective and efficient service. For the many benefits the data capture project is recommended to you.

The detailed issues and costs of documentary imaging processing will be addressed in a report to a future meeting. The in-house options are likely to produce considerable saving including some staff costs, as many of the staff required to undertake the project have already been budgeted for in the planning data capture project, and this will also be considered in the later report. Performance to deliver the project would need to be managed carefully and reviewed periodically and any shortfall reviewed and addressed appropriately.

### **RECOMMENDATIONS:-**

(a) That the electronic capture of Building Control data at an estimated cost of £125,000 be approved as set out in the report, provided that the ICT Advisory Committee does not raise any substantive objection to the project.

(b) That officers identify the funding mechanism for the project in liaison with the Resources Portfolio holder.

Diagram: - Planning Applications and Fees – last five years.

### **Background Information**

JVBB/Richard Steele

File - 125

Date 26.6.03.

## 16. **KNUTTON CROSS HEATH NEIGHBOURHOOD MANAGEMENT PATHFINDER YEAR II (2003/04) DELIVERY PLAN**

### **Purpose**

To endorse the above Delivery Plan by the Council in its role as Accountable Body.

To note the requirement to negotiate Service Level Agreements for key services with the Neighbourhood Management Pathfinder (NMP) by 31 March 2004

### **Background**

The NMP's Year II (2003/4) Delivery Plan ( a copy of which will be available in the Members Room prior to your meeting) has recently been approved by the Government Office for the West Midlands ('GOWM'). The Council is represented on the Board and also acts as the NMP's Accountable Body. GOWM has therefore, issued the appropriate funding agreement letter to the Council for the current financial year.

The Delivery Plan was prepared in accordance with advice set out in guidance issued by the Neighbourhood Renewal Unit in the Office of the Deputy Prime Minister and was subject to widespread consultation with local residents and service providers during its preparation.

### **Issues**

Attention is drawn particularly to the requirement for the NMP to conclude negotiations with the Council for Service Level Agreements ('SLAs') on the delivery of key services by 31 March 2004. The key services identified by the NMP after consultation with local residents are;

- Management of Open spaces
- Cleansing/Environmental Services
- Community Recreation Services

More details can be found on page 3 of the NMP Delivery Plan.

It is also desirable that a 'corporate' SLA is agreed between the neighbourhood management pathfinder and the appropriate local authority(s) responsible for providing public services in their neighbourhood. The purpose of this is to facilitate and co-ordinate the development of the concept of neighbourhood management within the organisation. Discussions are progressing with Staffordshire County Council regarding their corporate SLA. It is intended to use this as the starting point to negotiate a similar agreement with regard to the Borough Council.

### **Implications for Crime and Disorder and wider Council priorities**

The key cross-cutting primary objective of the NMP to create a 'clean and safe' neighbourhood should have a very positive impact on improving community safety in a neighbourhood that suffers from higher crime and fear of crime rates than elsewhere in the Borough.

### **Financial Implications**

There are no immediate financial implications for the Council. However, members should note that a requirement of the NMP providing financial support for a Council led service improvement is that the Council accepts the responsibility for 'mainstreaming' the cost of the new/improved service at the cessation of financial support from the NMP. This is a fundamental requirement of the Government's neighbourhood management programme.

### **RECOMMENDATIONS:-**

(a) That the Knutton Cross Heath Neighbourhood Management Pathfinder's Delivery Plan for 2003/2004 is formally endorsed.

(b) That reports be brought to Cabinet detailing progress with regard to the negotiation of Service Level Agreements (SLAs) for the delivery of Council services in the NMP area.

### **Background Information**

Knutton Cross Heath NMP Year II[2003/4] Delivery Plan.

## **17. "GREENING FOR GROWTH" STRATEGY**

### **Purpose**

To seek Member endorsement for a "Greening for Growth" Strategy for North Staffordshire, and to inform them of its content and the implications for the Borough.

### **Background**

One of the legacies of North Staffordshire's industrial past is a relatively poor quality environment. A recent study, the August 2002 DTZ Pineda report "A500/A50/A34 Strategy and Action Plans for Priority Investment Areas", found that North Staffordshire has a poor quality environment which is damaging to its image, particularly where it exists close to major transport corridors and in town centres. Consequently, the report found that the area's potential to attract investment, particularly higher value jobs, is restricted by its poor environment and image.

This view is supported by the 2002 ODPM publication "Living Places: Cleaner, Safer, Greener" which states that:

"A high quality local environment is a big influence in making people visit a place, spend money and invest in it. Conversely a low quality environment can lead to places becoming stigmatised and drive people, businesses and investment away."

Therefore, it is evident that if North Staffordshire wants to boost inward investment, employment and tourism, as well as improve the quality of life for its inhabitants, then a series of "greening" initiatives are required. To ensure that a number of unconnected bids from different agencies were not submitted to funding bodies to fulfil these requirements, partners felt that a greening strategy was required. This strategy, the subject of this report, has now been produced to show greater clarity, prioritisation and interrelation between different greening projects which have multi-agency support.

### **The Greening for Growth Strategy**

In recent months, a Greening for Growth Steering Group, led by Stoke-on-Trent City Council with input from your officers and other partner organisations, has been meeting to complete a Greening for Growth Strategy that will effect a permanent change in the image of the area and its quality of life. Partners involved in producing the Greening for Growth Strategy want to establish:

- A conurbation wide network of safe, attractive off-road routes for pedestrians and cyclists along canals, rivers and disused railways, linking green spaces with homes and places to work. This is known as the “Green Routes” theme.
- A landscape to be proud of, where major transport routes and new development are framed by interesting, high quality landscapes and a wider fabric where woods, water and wildlife are part and parcel of urban life in North Staffordshire. This is known as the “Landscape and New Leaf” theme.
- A series of well used and maintained landmark parks which offer real choice across the conurbation in recreational provision, and which attract residents to live nearby. This is known as the “Parks and Green Spaces” theme.

The Greening for Growth Strategy has been completed with a strong relationship to current and anticipated funding streams in mind. It is expected that large sums will be contributed from AWM through the North Staffordshire Regeneration Zone and from European funding through the Objective 2 programme, whilst other funding sources are likely to include Heritage Lottery Fund and the New Opportunities Fund. If all proposed projects under the Greening for Growth Strategy are completed, it is expected that in excess of £20 million will be invested over a seven year period. Planning and prioritisation for delivering projects will be undertaken through the development of an annual action planning process. The Development Plan and Development Control processes will also be used to help implement proposals.

Whilst under the umbrella of, and adhering to, the philosophy of Greening for Growth, the canals element of the green routes theme, led by British Waterways, has already independently secured almost £4m of funding to implement canal corridor enhancement works. This work will include the implementation of tow-path enhancement, improved signage, interpretation and street furniture alongside the Trent and Mersey canal, and also includes proposals to develop a visitor centre at the southern portal of the Harecastle Tunnel.

#### Implications for the Borough

A programme of strategically planned green actions in North Staffordshire can only be beneficial to the Borough, especially in terms of attracting inward investment and visitors. An attractive environment is considered to be an important issue for one-third of investors, and many high growth sectors are extremely sensitive to the quality of their environment in their relocation or investment decisions.

Whilst any greening activity in the sub-region will benefit the Borough economically, the 2003/4 Action Plan for Greening for Growth includes a number of specific Newcastle-based projects, whilst projects for delivery in future years will also include Newcastle projects. The projects that will be undertaken in 2003/4 and beyond will compliment other greening activities that have been undertaken in the Borough in recent years (for example the Potteries Loopline reclamation in Kidsgrove), and have been identified as:

- **Green Routes theme**  
2003/4: Chesterton to Chatterley Valley link.  
Future years: Silverdale Colliery link, Lyme Brook (Trent Vale to Newcastle town centre) and Chatterley Valley to Kidsgrove link.
- **Landscape and New Leaf theme**

2003/4: A500 landscape enhancement, Strategic Gateways (welcoming signage on major routes), New Leaf Woodland implementation at Waterhays Estate and Bradwell Woods.

Future years: A34 corridor, rail corridor (Kidsgrove), canal corridor (Kidsgrove) and other New Leaf activity.

- **Parks and Green Spaces theme**

2003/4: Lyme Valley Parkway.

Future years: Apedale Community Country Park, Bathpool Park and Brampton Park.

### Linkages

The Greening for Growth Strategy has linkages with a number of existing activities that have been or are being undertaken by the Borough Council. This includes activities related to the implementation of the Three Dales Strategy, to the marketing of the Newcastle Industrial and Archaeological Heritage Trail, and the Borough's wider environment with the regeneration of its parks, key corridors and green routes.

### Next Steps

In order to begin the delivery of the Greening for Growth Strategy, all partner organisations are being asked to endorse the Strategy, and Member agreement is now sought for this purpose. Large funding bids are now being submitted to deliver the Strategy's Action Plans over the next few years, and a high level meeting between funding body officials and the sub-region's Members and/or officers may be required to aid this process. Members of the Cabinet will be involved in this process.

### **Crime and Disorder/Corporate Priorities Implications**

Each scheme will be designed through community consultation with Community Safety in mind to ensure that the schemes will make a positive contribution to the reduction of crime and the fear of crime.

### **Financial Implications**

The direct financial implication of the Greening for Growth Strategy will be that an estimated £20 million of regeneration funding will be invested in the sub-region in the next seven years. A significant proportion of this investment, likely to equate to a seven figure sum, will be in the Borough. However, the indirect financial implications in terms of inward investment and increased tourism, though difficult to measurable at the current time, are likely to be much greater in the long-term.

### **RECOMMENDATION:-**

That Members agree to endorse the Greening for Growth Strategy, to support the bidding process, be endorsed and Members agree to continued officer involvement in delivering the Greening for Growth Strategy.

### **Background Information**

August 2002, DTZ Pida report "A500/A50/A34 Strategy and Action Plans for Priority Investment Areas".

July 2003, "Greening for Growth Strategy" (summary attached at Appendix X).

**PORTFOLIO – SOCIAL INCLUSION &  
QUALITY OF LIFE**

## 18. SERGEANT FRED KITE MEMORIAL

### Purpose

To consider a request from the Royal British Legion regarding the commissioning of a memorial to Sergeant Fred Kite.

### Background

An approach has been received by local members of the Royal British Legion requesting that the Council consider recognising the bravery of a former resident of the Borough, William Frederick Kite by way of a permanent memorial.

Sergeant Fred 'Buck' Kite was born to a house in Hassell Street, Newcastle Under Lyme in 1921. Sgt. Kite attended Hassell Street School followed by The Orme School. At the age of 17 years he joined the Royal Armoured Corps and was posted to the 3 Royal Tank Regiment.

Sgt. Kite died in 1993 at the age of 72 and had the unique distinction of being the only British soldier to receive the Military Medal three times in the Second World War following gallant action in North Africa and Normandy.

Sergeant Kite received his first military medal for bravery in North Africa in January 1943 when engaged on a special reconnaissance mission. The second medal was awarded for leadership, initiative and personal courage during action near the village of Bras, Normandy in July 1944. The third medal was awarded for great personal courage before being seriously wounded at Le Grand Bonfait, Normandy.

Montgomery's signature appeared on all three citations, first as General Officer Commanding 8<sup>th</sup> Army, then as Commander in Chief 21<sup>st</sup> Army Group, and finally as Field Marshall.

Sergeant Fred Kite also saw action in Egypt, Crete and Greece. King George VI presented his medals to him at Buckingham Palace.

### Issues

Your officers have consulted with Sergeant Kites widow, The Royal British Legion, The Royal Tank Regiment Museum and The Friends of War Memorials. The proposal to create a suitable memorial to Sergeant Kite is widely supported.

Permission has been given by the Royal Tank Regimental Colonel for the use of the Regimental Insignia if appropriate.

If members are minded to support the request for a memorial, consideration is needed as to the type of memorial, its design, location and cost. Given that Sergeant Kite attended Hassell Street School your officers have discussed the possibility of the present day pupils of the School getting involved and perhaps holding a design competition to come up with ideas of a suitable form and design for a memorial.

The ultimate location of such a memorial would be dependant on its size and design, however a public location such as at Stubbs Walk, Brampton Park, Queen Elizabeth Park or Queens Gardens would be considered.

## **Financial Implications**

4.1 There would be a cost to the making and erection of a memorial, dependant on the size and design chosen. It is anticipated that as a guideline a cost of £2000 may be appropriate.

There are no funds currently available to meet this cost, although a bid to the Councils Special Projects Fund could be considered. Local sponsorship could also be explored.

## **Links with Corporate Priorities**

The Councils new Corporate Priorities and Priority Themes are set out in the Corporate Plan. This project would contribute to the Councils priorities by improving consultation with hard to reach groups (young people) and working with partners to improve the quality of the environment and image of the area generally.

## **Conclusion**

There is a significant association between the Sergeant Fred Kite, and the Borough, including local schools. It would therefore be appropriate to consider a permanent memorial to remind local people and visitors of this particular part of the Boroughs history.

A competition within the school that Sergeant Kite attended as a boy would provide a positive link and raise awareness.

If approved, a further report would be submitted once a design has been agreed and the cost implications ascertained.

## **RECOMMENDATIONS:-**

(a) That the request for a memorial to Sergeant Fred Kite be considered appropriate, and that a design competition takes place amongst pupils of Hassell Street School.

(b) That an agreed design and cost implications be brought to a future meeting of the Cabinet.

## **Background Information**

Correspondence and copies of information on Sergeant Kite on Amenity Services files.

## **19. BEREAVEMENT SERVICES – PARTNERSHIP ARRANGEMENT**

### **Purpose**

To formalise a partnership between the Council and the North Staffordshire Maternity Hospital relating to the human disposal of foetal remains by burial or cremation.

### **Background**

The humane disposal of foetal remains is clearly a very sensitive and emotional issue. A link between the North Staffordshire Maternity Hospital (NSMH) and the Council's Bereavement Service has now existed since 1992 when, what were at the time pioneering arrangements, were first made.

These arrangements have worked very satisfactorily for the last 11 years.

Disposals are all carried out on an individual basis and may take place with or without the involvement of the parent/parents, although written consent of the mother is required. This service provides an opportunity for families to be involved to help ease the distress of the situation and help them through the grieving process. Around 750 cremations and burials have been carried out since this service started.

### **Issues**

The service provides the opportunity for the decent and proper disposal of foetal remains and products of conception in the following categories:

Peri-natal Death: death after 24 weeks gestation; including stillbirths and a child born alive but who dies within the first 7 days.

Neo-natal Death: death within the first 28 days of life.

Post-natal Death: death of a child over 28 days old but under one year.

There is a specific garden of remembrance at Bradwell Crematorium within the monthly gardens where remains can be laid to rest. This garden is provided in partnership with the Still Birth and NeoNatal Deaths Society (SANDS) who provide statuary and publicity for the garden.

### **Financial Implications**

The Council's scale of fees and charges currently provides for the waiving of any fee for the cremation or internment for all children under 16 years of age. It is not proposed to alter this policy for individual family requests, but not to continue the service free of charge to the NSMH as has been the case to date.

An annual management fee has been negotiated with the NSMH subject to your approval. The fee includes for staff costs, ICT requirements and other associated variable costs of burial or cremations for the fee of £12,869 reviewed annually.

### **Summary**

It is proposed to continue to provide this sensitive yet important service in partnership with the NSMH with an arrangement for cost recovery as detailed above.

### **RECOMMENDATION:-**

That an agreement be entered into between the Council and the North Staffordshire Maternity Hospital for the continued disposal of foetal remains for an annual management fee.

### **Background Information**

Correspondence held at Bradwell Crematorium Office.

20. **THE FUTURE OF BURIAL AND CREMATION PROVISION IN  
NEWCASTLE-UNDER-LYME**

**Purpose**

To consider a comprehensive report on the establishment of a policy of strategic burial and cremation.

To consider the decision of the Scrutiny Committee.

**Background**

At your meeting on 29 April 2003 a report was presented setting out options for future service delivery in the context of diminishing burial space capacity in the Borough Cemeteries.

It was resolved to refer the matter to the Scrutiny Committee for their consideration and comment.

On the 4 June 2003 the Scrutiny Committee received the report and resolved to support the recommendations as set out in the report.

Members are referred to the original report, which is attached to this agenda as Appendix 'F' (pink paper).

**RECOMMENDATION:-**

That recommendations a, b and c as set out in the report referred to above be approved.

21. **UNIVERSITY HOSPITAL OF NORTH STAFFORDSHIRE – INTEGRATED  
CLINICAL EDUCATION CENTRE**

**Purpose**

To inform Cabinet of the receipt of the business case for the Integrated Clinical Education Centre.

**Background**

The University Hospital of North Staffordshire NHS Trust has informed the Council that the business case for the capital and service development has been approved by the NHS Executive, West Midlands Regional Office. The government Code of Practice on openness in the NHS requires that information on the project is publicly available. The comprehensive document is available in the Members Room and should be accessible to the public.

Details of the project have also been supplied to Stoke-on-Trent City Council, Staffordshire Moorlands District Council, Community Health Council and the relevant Trade Unions.

The public advertisement in relation to the project was placed in the Evening Sentinel on the 3 July 2003 indicating contact details with the University Hospital.

## **Financial Implications**

There are no financial implications arising from making the business case available to the members of the Council and the public.

## **RECOMMENDATION:-**

That the availability of the document be noted.

## 22. **CHILD PROTECTION POLICY**

### **Purpose**

To present a Child Protection Policy for adoption.

### **Background**

The Protection of Children Act 1999 is an important step towards the Government's aim of establishing a framework of coherent cross sector schemes for identifying those people considered to be unsuitable to work with children.

The Act enhances the level of protection for children, however, it remains of paramount importance that all organisations entrusted with the care of children practice a full range of pre-employment checks.

The Council has intensive recruitment system in operation that provide for screening and checks of staff in specific designated roles.

### **Issues**

Many Governing Bodies of Sport, for example Institute of Recreation Management, Institute of Leisure and Amenity Management, the Royal Life Saving Society, the Amateur Swimming Teachers Association and the Swimming Teachers Association, have produced policies to protect children participating in sports.

There are also policies adopted by the Football Federation, NSPCC, ROSPA, Sport Across Staffordshire, for example, who have identified procedures when children are involved in any activity in private, commercial or local facilities or activities.

A Child Protection Policy has been produced to ensure the Council has in place the relevant policies and procedures and is playing its part in the protection of children. A copy is attached at Appendix 'G' (grey paper).

The Trade Unions have been consulted about the proposed Policy and any views will be reported to the meeting.

It is proposed that the Child Protection Policy is adopted. It will, however, need to be reviewed and updated in the future. The Employees Handbook will be amended to take account of the Child Protection Policy. There will also need to be a training and evaluation programme for all staff.

The Council, in various situations, utilises the services of volunteers, voluntary organisations, community organisations as well as private sector organisations and contracted companies. It is recommended that such groups should be requested to have an approved Child Protection Policy in place.

### **Financial Implications**

Any additional costs arising from the implementation of the Child Protection Policy and the Action Plan will be reported to a future Cabinet meeting for consideration.

### **RECOMMENDATION:-**

That the Child Protection Policy be adopted and that an action plan be prepared to implement the Policy.

### **Background Information**

Booklets from Governing Bodies of Sport – Community Services.

## **23. DEVELOPMENT OF FOOTBALL FACILITIES – THE FOOTBALL FOUNDATION**

### **Purpose**

To inform Cabinet of the current status of the bid for funding to the Football Foundation.

To consider the grant offer made by the Football Foundation in respect of a comprehensive refurbishment of the facilities at Roe Lane Playing Fields.

### **Background**

At the meeting of the Cabinet of 16 January 2002 it was resolved to approve the submission of a bid for grant funding to the Football Foundation for improvements to the sports facilities at Roe Lane Playing Fields; Apedale Valley and Knutton Recreation Centre.

The Football Foundation represents a partnership between the F.A. Premier League, the Football Association, the Department of Culture, Media and Sport/Sport England who are each providing £20 m a year. The Government funding package presently comprises a contribution from the National Lottery Sports Fund and income from the Reduction in Pool Betting Duty. The maximum grant for a capital scheme is £1 m and ceiling grants are only awarded in exceptional circumstances.

The Football Foundation aims to deliver a new generation of modern facilities in parks, local leagues and schools throughout the country to promote education, recreation and community development. The Football Foundation also aims to provide sporting facilities and promote education by:

- Putting in place a new generation of modern football facilities in parks, local leagues and schools.
- Providing capital and revenue support for the running of grass roots football.

- Strengthening the links between football and the community and to harness its potential as a force for the good in society.

Initially, the Football Foundation advised the Council to submit one bid encompassing all three proposed sites at an estimated cost of £1,320,000. However, during the course of developing the submission, the Football Foundation subsequently advised officers to submit each of the three sites as separate bids. It was also indicated that the Roe Lane Playing Fields site was recognised as perhaps the strongest bid, the most likely to be given support of the 3. Individual bids were, therefore, submitted.

Roe Lane Playing Fields is a grouped pitch complex consisting of Senior Pitches, Junior Pitches and Mini-Soccer Pitches. There is a pavilion that is in very poor condition and totally unsuitable for the mixed and varied use of the facility in terms of modern-day standards, requirements and obligations.

The facility is very popular, and is used by local teams from across the Borough, including senior sides, juniors and mini-soccer, some of which are girls' teams. The site is an important venue for the Council's football coaching programme and hosts major local and regional football tournaments.

The facility provides the opportunity to provide for the succession of players of either sex and of varying ability to progress from mini-soccer through to senior leagues on the one site.

### **Issues**

The Football Foundation have considered the Roe Lane bid, and made a formal offer, subject to certain conditions, to the Council. A copy of the letter and Capital Project Appraisal Form is attached to the agenda as Appendix 'I' (gold paper).

The most current estimated cost of the project is £889,000 and an offer of £650,000; representing 73% of the overall cost has been made. The special conditions placed on the offer are:

Evidence of planning permission – full planning permission for the proposed building.

*Officer's comment: Planning Permission was obtained for refurbishment of the existing pavilion when this was considered an option, but proved subsequently to be unviable. Planning Permission for the proposed new 'modular' building will be required.*

Scrutiny of tender documents and tenders when received.

Scrutiny of revised changing room design.

Written confirmation that the prefabricated building can be insured as a permanent structure.

*Officer's comment: The building would be insured as part of the Council's building stock.*

Evidence is received that all the development complies with Football Foundation data sheets.

The Council will, if it resolves to accept this offer, be required to meet the above special conditions and the standard conditions within 6 months of the date of the offer letter.

The current offer of funding is the culmination of almost two years work to secure a major external financial contribution for the proposed scheme at Roe Lane Playing Fields. The result is that there is now an unique opportunity to provide a high quality community sporting facility through the provision of modern purpose-built facilities that would include:

- A new modular build pavilion complying with Football Association requirements for male and female changing and showering, first-aid facilities, separate officials accommodation in a modern low maintenance building.
- A comprehensive pitch drainage system capable of improving rainwater dispersal to reduce cancellations and damage due to waterlogging.
- An improved pitch playing surface that will encourage greater usage of the facilities and a higher standard of play.
- Improved access and car parking to cater for the number of cars generated by players, spectators and officials.

No decision has been made on the 2 remaining bids to the Football Foundation for Knutton Recreation Centre and Apedale Valley. However, your officers have been pursuing match-funding opportunities that would support these bids, and provide some, if not all, of the match-funding required, dependant on the outcome of these bids.

In the case of Knutton Recreation Ground, preliminary discussions with the local Neighbourhood Management team have provided the possibility of match funding being made available subject to the appropriate bidding and appraisal process. This scheme entails the construction of a floodlit all-weather artificial sports surface.

The Apedale Valley Scheme, which entails the provision of a grouped playing pitch facility with and accompanying pavilion and car park, is being progressed by your officers through the negotiation of a contribution towards the facilities on this site from a nearby proposed industrial development.

#### Links with Corporate Policies

#### **Newcastle-under-Lyme Leisure Strategy (draft) –**

- Policy GR4 – Maximise approach to and opportunities for external funding.
- Policy CS2 – Provide opportunities for diversionary activities within local communities.
- Policy REG1 – Leisure and the contribution it makes to regenerating communities.

#### **Cultural Strategy – ‘Cultural Connections’**

- Policy S2 – Develop a centre of excellence for boys and girls football.
- Policy LL5 – Increase participation from “harder to reach groups”.
- Policy YP3 – Increase sports activities available for youth.
- Policy YP4 – Investigate the extension of current facilities to meet the demands of young people.

#### **Newcastle-under-Lyme Parks and Green Space Strategy**

- Strategic Objective 4 – Investing in our Parks and Green Spaces.
- Strategic Objective 5 – Universal Access to Parks and Green Spaces.
- Strategic Objective 6 – The Right to Safety.

- Strategic Objective 8 – Spaces for Play, Sport and Recreation.  
Strategic Objective 10 – Aiming High: Ensuring Quality.

### **Football Development Strategy 2002 – 2007**

Objective: “To improve and develop football pitches and facilities.....to ensure the facilities are used to their maximum capacity”. (Specific mention of Roe Lane as Football Centre is made in the Action Plan).

### **Newcastle-under-Lyme Local Plan 2011 – Revised Deposit Draft**

Policy C5 – As part of the background the plan acknowledges the Council’s strategic provision of grouped playing pitch complexes, including Roe Lane.

### **Newcastle Safer Communities Partnership – Crime Audit and Strategy 2002 – 2005**

Youth Safety and Conduct: Strategic Objective: ‘To co-ordinate and develop existing and new facilities for the benefit of young people’.

#### Contribution to Corporate Priority Themes and Priority for Improvement

Reducing Crime and Fear of Crime:

- Deferring young people from crime and nuisance behaviour through creating opportunities and activities.

Reducing Inequalities and Empowering Disadvantaged Communities:

- Increasing the accessibility of services.
- Managing and delivering services to meet local needs.

Improving the Quality of Life and Health of Residents:

- Improving access to leisure and recreational facilities for disadvantaged communities and groups including young people and those in rural areas.
- Increase participation in active life-styles.

Improving the Quality and Sustainability of the Local Environment:

- Working with our partners to improve the quality of the environment and the image of the area generally.

#### Risk Management Implications

##### Strategic Risks

There is a range of strategic and operational risks associated with the Council’s responsibilities in relation to sport and recreation provision.

Social –

*Impact of Demographic Change* – risk of failure to identify and plan for population trends.

*Needs of Disadvantaged Members of the Community* – risk of failing to meet the needs of these residents.

Legislative –

*Statutory Responsibilities* – risk of intervention by regulatory groups on issues such as health and safety.

Customer –

*Appropriate Consultation* – risk of inadequate consultation and service aims inappropriate to needs.

*Public Perceptions and Relations* – risk of poor public image of the service.

### Operational Risks

Financial –

*Prioritisation and Allocation of Appropriate Budgets* – risk that objectives cannot be achieved and that service delivery fails.

### Financial Implications

There are significant financial implications arising from this report. An opportunity is now available to secure £650,000 of external capital funding, which can be used to improve the sport and recreational facility infrastructure in the Borough. The progression of this project is dependent on the allocation of £240,000 to meet the total estimated project cost of £889,328.

There is no specific provision in the Council's approved General Fund Capital Programme for the £240,000 sum required. It is recommended that this project be given priority funding due to the high level of match-funding leverage and the contribution the project makes to the corporate priorities. This sum would not be required until the 2004/2005 financial year due to the lead in time of a major project such as this.

It is anticipated that there will be no significant additional revenue costs due to the building being a replacement for the existing and the pitches already existing and being maintained out of existing budgets. It is anticipated some additional expenditure will be required on electricity used for floodlighting, and gas used to heat the pavilion and additional showers, but this can be offset by the anticipated additional use of the facility. It is expected that in terms of the costs of building repairs, these would fall from their present level due to the building and fittings being new and constructed of more robust materials than present.

### RECOMMENDATIONS:-

(a) That Cabinet approves the project to refurbish the facilities at Roe Lane Playing Fields.

(b) That the Head of Technical and Amenity Services be authorised to provisionally accept the offer of £650,000 grant funding from the Football Foundation subject to the allocation of £240,000 as the match funding element from the 2004/05 Capital Programme to be approved by the Council.

(c) That the Head of Technical and Amenity Services be authorised to seek planning permission for the project.

(d) That the Head of Technical and Amenity Services be authorised to prepare the detailed scheme including the use of Consultants where necessary, invite tenders for the works, and following consultation with the Portfolio Holder accept the lowest suitable tender.

**Background Information**

Leisure Services Committee 16/6/99 Res.188/00.

Cabinet 28/3/02 Res.940/01.

Letter from the Football Foundation 30 July 2001.

Planning permission for Roe Lane Playing Fields Proposals Ref 01/226/DEEM3.

Newcastle-under-Lyme Adopted Local Plan Policy G19.

Members Bulletin dated 27/2/01.

Cabinet 16/1/02 Res.861/02.

Offer letter from Football Foundation 18 June 2003.

# **PORTFOLIO - ENVIRONMENT**

## 24. RECYCLING PROGRESS REPORT

### Purpose

To report progress with the expansion of the kerbside recycling service.

### Background

The progress with the roll out of the kerbside collection of dry recyclables was reported to the Recycling Board on 11 June 2003. A copy of the report is attached at Appendix 'H' (cream paper). The Appended Report contains important material and should be read in conjunction with the main report.

Since the meeting of the Recycling Board progress has continued and the transition to multi material collections (glass, paper, cans, foil and textiles) took place on 7 July 2003. This was accompanied by the addition of another 10,000 properties onto collection rounds. The areas included are:

#### **Audley and Bignall End:**

Streets in the area of: Audley Centre, New Road, Ravens Lane, Bignall Hill, Boon Hill

#### **Clayton:**

Streets in the area of: Hereford Avenue, Clayton Lane, Cambridge Drive, Stafford Avenue, Lincoln Avenue, Buckmaster Avenue

#### **Cross Heath:**

Streets in the area of: King Street, Wilton Street, the Meadows, Albemarle Road, Douglas Road, Roberts Avenue

#### **Halmerend:**

Streets in the area of: High Street, Station Road, Heathcote Road

#### **Knutton and Silverdale:**

Streets in the area of: High Street, Cotswold Avenue, St Bernards Road, Wilmot Drive, Knutton Lane. Moran Road

#### **Talke:**

Streets in the area of: High Street, Jamage Road, St Martins Road, Chester Road, Walton Way

#### **Thistleberry:**

Streets in the area of: Paris Avenue, Geneva Drive, Rothesay Avenue, Westlands Avenue, Emery Avenue, Myatt Avenue, St Patricks Drive, Orme Road

#### **Town:**

Streets in the area of: Dunkirk, Castlehill Road, Stanier Street

#### **Westlands:**

Streets in the area of: Dulverton Avenue, Kingsway, Chester Crescent, Abbots Way, Pilkington Avenue

The launch event for the multimaterial service has been rearranged to precede Scrutiny Committee on 16 July 2003. Invitations have been sent to all members and representatives of Community Groups.

## **Financial Implications**

The continuation of collections from the 20,000 properties serviced at the end 2002/03 (costed at approximately £160,000) is financed from within the current budget. The expansion of the service will be financed during 2003/04 by a grant of £300,000 from DEFRA. Mainstreaming of the additional service will be necessary in 2004/05 at an estimated cost of £240,000.

## **RECOMMENDATIONS:-**

- (a) That the report be received
- (b) That further progress reports be made to Cabinet.

## **Background Information**

Rounds lists supplied by the Recycling Contractor  
Data from the recycling Contractor  
Staffordshire County Council Waste Disposal data  
Correspondence with Cheshire Recycling  
Kerbside Collection service Contract Documentation  
Bid submitted to DEFRA September 2002

## 25. **WASTE DISPOSAL GULLY CLEANSING**

### **Purpose**

To advise Cabinet of decisions regarding the changes made to waste disposal arrangements for the Gully Cleansing Service in 2002/03.

### **Background**

During October 2002 Officers of the County Council Waste Disposal Service instructed the Council that the waste resulting from the cleansing of highway gullies could be included with the street sweepings for landfill at the Meece site. Until this instruction was received, this had been the normal route for disposal of these waste arisings. Disposal of waste under the County Council's contract at Meece is free to the Borough.

As a consequence of this instruction gully cleansing waste had to be disposed of at an alternative suitably licensed facility. The operator charges for such disposal.

The gully cleansing work was carried out under a contract let in August 2002. The successful tender was based upon the disposal of the waste arisings to Meece landfill. Officers met the Contractor to discuss the cost of disposal to an alternative site. This cost was estimated to be up to £11,000 to dispose of waste generated to the end of the financial year.

The cost of the highway gully clearance contract was recharged to the County Council as part of the Highway Agency.

Chief Officers Management Team considered this matter and decided that the service should be continued and that the costs would be borne by the Council and recharged to the Highway Agency.

### **Financial Implications**

The total cost of waste disposal was £8,634.00, has been claimed against the Highway Agency agreement.

### **RECOMMENDATION:-**

That the report be received and that the decision of the Chief Officers Group be ratified.

### **Background Information**

Memorandum 29 April 2003 from Audit Manager  
Minutes of Chief Officers Management Team – 29 October 2002  
Report to Chief Officers Management Team – 25 October 2002  
Letter from Staffordshire County Council – 24 October 2002

## **26. APPLICATION OF HERBICIDES FOR WEED CONTROL CONTRACT 2003-2008**

### **Purpose**

To inform the Cabinet of the successful tender for the above contract.

### **Background**

The current weed control tender expired on the 30 March 2003, an advert was published in the Evening Sentinel, Horticulture Week and the Municipal Journal, inviting specialist weed-killing companies to apply for inclusion onto the select list of tenders.

Four companies were selected from the list that applied after careful investigation and references taken.

The work would include 3 Nos. applications of weed killer to highway channels, footpaths and paved areas, parks and open spaces footpaths and around all obstacles within grass areas.

The contract will be for an initial period of 1 year commencing on the 1 April 2003 to 31 March 2004 with an option to extend this period by a further four years at annual intervals.

The tenders were opened on the 2 December 2003, the lowest being received from Chem services (Epworth) Ltd. Chem Services are the contractor who has most satisfactorily carried out the existing weed-killing contract for the last 9 years.

### **Issues**

After consultation with the portfolio manager the tender was accepted in the sum of £95,348.16 and the head of Legal and Democratic Services has been instructed to enter into a contract with Chem Services (Epworth) Ltd.

### **Financial Implications**

The cost of the works is met jointly by the revenue budgets of the Technical and Amenities Services and Staffordshire County Council's Highway Department.

### **Council Priority Initiatives**

None.

### **RECOMMENDATION:-**

That the information be noted.

### **Background Information**

File W24 Technical & Amenities Section

## **CHIEF OFFICERS' SUPPLEMENTARY REPORT TO THE CABINET**

**23 July 2003**

### **1. CAPITAL STRATEGY 2004/05**

#### **Purpose**

To recommend to the Council for approval the Capital Strategy for 2004/05.

#### **Background**

The strategy for 2003/04 was considered to be satisfactory by the Government Office of the West Midlands. This strategy is prepared in accordance with the guidance issued by the Office of the Deputy Prime Minister for the 'Single Capital Pot' and the feedback from last year's submission. A draft copy has been sent to the Government Office of the West Midlands for any initial feedback prior to completion. The approved copy needs to be submitted to Government Office by 31 July 2003.

A copy of the strategy is attached (pink paper).

#### **Crime and Disorder Implications**

There are none

#### **Financial Implications**

The strategy describes the Council's approach for prioritising and funding capital projects.

#### **RECOMMENDATIONS:-**

(a) That the Capital Strategy be recommended to Council for approval for submission to the Government Office.

(b) That the Head of Financial Services be authorised to make any technical changes subject to further feedback.

**NEWCASTLE-UNDER-LYME BOROUGH COUNCIL**

**CHIEF OFFICERS' SUPPLEMENTARY REPORT TO  
THE CABINET**

**23 July 2003**

**1. NEWCASTLE-UNDER-LYME LOCAL STRATEGIC PARTNERSHIP (LSP)  
OFFICER**

**Purpose**

For Cabinet to agree in principle the establishment of the post of Local Strategic Partnership Officer within the Regeneration and Planning Services Department.

**Background**

The purpose of this post is to assist the Local Strategic Partnership (LSP) Co-ordinator in preparing, implementing and monitoring the Newcastle-under-Lyme Community Strategy and to support the continued development of the LSP. The Community Strategy has been prepared by the LSP and will provide the overarching strategic framework for the Borough over the next 10 years.

**Roles of the LSP Posts**

The LSP Co-ordinator and LSP Officer will work closely together and will have complementary roles. The key distinction being that whilst both posts will operate at a strategic level, the LSP Officer will concentrate to a larger extent on operational issues, particularly project development and delivery, support to and capacity building amongst partners, including local communities, support to LSP theme, cross cutting and task groups, the provision of training, local compact development and the development of area forums. The LSP Officer will therefore be expected to liaise closely with statutory, voluntary and community organizations and will lead on maintaining and further engaging the community and voluntary sectors in the LSP and its agenda. The scope of the work will involve all aspects of project development including planning, needs assessment, developing funding bids, evaluation and monitoring.

**Tackling Social Exclusion and Inequalities**

This post is a key part of the LSP Unit and adds significantly to the capacity of the LSP to address the challenging inequalities agenda, particularly in respect of regeneration, neighbourhood renewal and the management of change and development of new ways of working within partner organisations.

**Funding of the LSP**

The LSP is now the vehicle through which the wider aims and aspirations of the Borough for the improvement of the social and economic wellbeing of the residents of the Borough are delivered. The Partnership has been promoted by the Local Strategic Partnership Unit led by the Partnership Co-ordinator, and the Unit has been made up of a number of officers funded by both the Primary Care Trust (PCT) and the Borough Council. The post of Partnership Officer has been funded by the PCT out of Health Action Zone funding. However, this funding will come to an end in March 2004. In recognition of the fact that the

PCT continues to fund the post of the Co-ordinator, it is proposed that from April 2004 the post of Partnership Officer should be funded by the Borough Council out of the money which is now used to support the SRB3 administration which is coming to an end in March 2004. The remit of the post is to support the LSP Co-ordinator and particularly to facilitate the continued engagement of the voluntary and community sectors in the LSP. The officer would also be responsible for the development of Area Forums within the 14 neighbourhoods previously identified through the neighbourhood mapping process. Community engagement has been seen as a priority for the Borough with the improvement of communication and consultation with the wider community being among our priorities for improvement in 2003/6 as set out below:

4.5 – Improving consultation with hard to reach groups

7.1 – Improving communication and consultation with our own staff, elected members and the wider community.

The Partnership Officer will also be expected to contribute to the development of a strategic approach to regeneration and neighbourhood renewal in the Borough, and to contribute to the wider regeneration agenda.

The Partnership Officer will be employed initially on a fixed term contract until March 2006, and the cost of the appointment including overheads will be £34,000 p.a. The PCT will meet the cost of the appointment until 1 April 2004.

### **Financial Implications**

The cost of the post can be met by allocating from April 2004 the funding approved for administrative support to the current SRB projects.

### **RECOMMENDATION:-**

That Cabinet agree to the funding of this post from the SRB continuation funding from the 1 April 2004 to 31 March 2006.

**APPENDIX “A”**

## **Butlers Report on Investment Managers’ Performance**

### **Summary**

The final quarter of the financial year saw a very difficult environment in which to achieve impressive performances. Money market rates had already fallen to their lowest level since the early 1960s and the flatness of the yield curve presented few opportunities to add value through investment in longer-term instruments. In addition to this, gilt-edged yields were testing new lows and at one stage in the period were driven below those available in the money market.

Unless a fund manager was very confident that interest rates would fall further and sustain lower levels, it was hard to justify a large scale allocation of funds to longer-dated assets. Nevertheless, it was the managers that took this approach that were to prove the more successful, mainly because of the effect upon market expectations of the combination of the surprise cut in Base Rates in February and concerns over future economic performance.

This rate cut did persuade some managers that monetary policy would indeed be relaxed yet further. Those that acted on this change in view by favouring some holding of gilts and longer-dated CDs proved to be the more successful.

The return to a more volatile market profile, especially in March when sentiment was heavily influenced by the Iraq war, did call for a careful approach to securities markets – notably gilts. For, prices did fall sharply on occasion and damaged profitability.

The low level of interest rates and the still unattractive level of gilt-edged yields offer an unattractive backdrop for the forthcoming financial year. Most managers are being understandably cautious about prospective performances. It has to be hoped that markets move into a more volatile phase where opportunities to add to returns through investment in the gilt-edged market will be available and that the money market yield curve provides some chances of gaining value.

What will be especially important in these circumstances is that managers avoid any costly accidents. With interest rates at historically low levels, such unfortunate events would be especially painful and could do almost irreparable damage to the absolute level of returns achievable.

### Summary data

	Investec	CDCM
Value of fund as at 31 March 2003	17,645,571.30	15,000,000
Percent return on quarter (net)	1.21	1.14
Cumulative return financial year (net)	5.31	4.50

The Council's two managers, Investec and CDCM, continued to deliver satisfactory returns, both in absolute terms and relative to benchmark and industry average. That said, their views on rate prospects had begun to diverge and while this did not have much impact upon performances in the past quarter, it could prove significant going forward.

Investec remained cautiously "bullish" about interest rate prospects and the direction of long-term interest rates in the latest quarter. A downgrading of its economic growth projections had led it to revise its interest rate forecasts. It now expected official interest rates to decline towards a low of 3% during the course of 2003. In view of this key forecast, yields on gilts and long-term CDs were considered reasonably attractive, in spite of the low level that they had fallen to by the end of 2002.

A position in gilts was maintained in the quarter, the percentage allocation being increased modestly in January and reduced in March. Still conscious of the damage a market shakeout can do to performance – as the previous year had shown very clearly – the manager limited exposure to a comparatively small percentage.

As far as money market investment was concerned, Investec concentrated activity towards the longer end of the maturity range, continuing to lengthen CD holdings to capture rates of interest that it believed would be advantageous for performance in the year ahead. It was only in the closing stages of the period, when rates had discounted virtually all the anticipated moves and the yield curve was inverted, that investment shifted to the shorter maturities.

CDCM's somewhat less bullish view on rates encouraged it to concentrate new investment at the shorter end of the maturity range. The flatness of the yield curve, coupled with the view that rates would return to a rising trend before calendar year end were seen as deterrents to committing funds to longer-term deposits. These would be illiquid and would limit the manager's scope to capitalise upon any rate rises at an early stage.

Investec's exposure to gilts and long-dated CDs proved the appropriate strategy in the early stages of the year. The portfolio was well placed to capitalise upon the positive effect geo-political uncertainty and economic and stock market weakness had upon high quality fixed interest prices. Returns in January and February were relatively upbeat.

### Cumulative performances against benchmark & industry average

2002/03 Q2	Benchmark+		Industry average	Investec			CDCM	
	(a)	(b)		Actual	vs b'mrk	vs ave	Actual	vs b'mrk
	0.90	0.90	1.30	1.51	0.61	0.21	1.10	0.20

Q3	1.83	1.85	2.59	3.00	1.15	0.41	2.23	0.40
Q4	2.77	2.81	3.63	4.05	1.24	0.42	3.36	0.59
Q1	3.68	3.74	4.72	5.31	1.57	0.59	4.50	0.82

+ Benchmark (a) is an arithmetic total used to assess CDCM's performance, (b) is compounded for Investec assessment.

This manager's decision to sell some of the gilt holdings in early March proved timely. The start of the war in Iraq saw markets enter a very volatile phase. Gilt prices suffered badly and sharp falls were seen from time-to-time. With hindsight, a full liquidation would have been the most appropriate move but this would have been contrary to the manager's strategic views.

CDCM had to rely more heavily upon interest earned on long-term deposits made earlier in the financial year to produce a satisfactory performance, which it did. The problems for this fund will emerge this year if rates remain low and the yield curve fails to offer any favourable investment opportunities. CDCM posted a net return of 1.14% on the quarter, 0.23% ahead of benchmark. Over 2002/03 the cumulative return was 4.50%, compared with the benchmark of 3.68%. While not strictly comparable, the CDCM fund beat the latest quarter's average for the industry by 0.08% and compares favourably with the average's 4.72% cumulative total for the year.

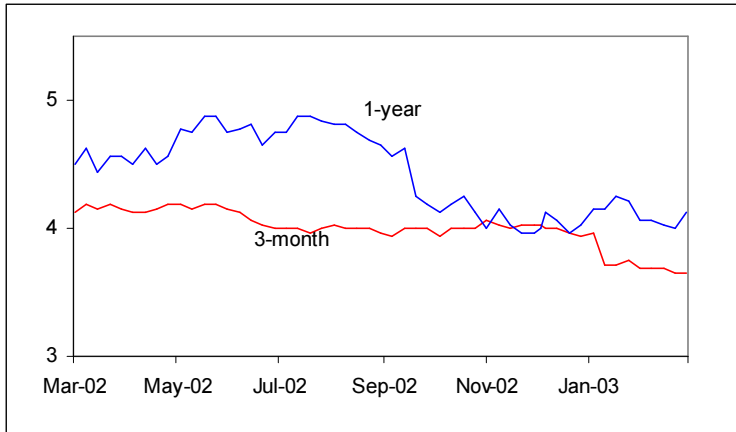
In spite of a rather disappointing final month, Investec's performance for the quarter as a whole was still very satisfactory. At a net 1.21%, the manager beat the benchmark by 0.30% and the industry average by 0.15%. Over the year as a whole, each quarter saw Investec outperform the benchmark and it was the top fund manager in 2002/03 by a comfortable margin. As the table above shows, the cumulative returns were upbeat over the year and more than made up for the disappointments of the previous financial year. Investec's downbeat view on interest rate prospects in the new year has led it to suggest that returns for 2003/04 will be uninspiring. Unless markets move into a more inspiring pattern one should be prepared for a relatively disappointing year from both managers.

## Market Background

The shift in investor opinion on the state of the UK economy and interest rate prospects to one of pessimism on activity and optimism on rates was completed in the final quarter of the financial year. The main props for UK growth to date, namely consumer demand and service sector expansion, had begun to show signs of faltering in the closing stages of 2002. Concern over the potential dangers of this would not have manifested itself quite as clearly as it did had it not been for the problems associated with the global background.

The weakness of the US economy had been an accepted fact for some months but the downbeat performance of the euro-zone area was not recognised as a major threat until more recently. With economies such as Germany on the brink of recession, it was recognised that activity in the UK had little or no chance of support from this key export market. Unless domestic consumption was to remain robust, the prospects for growth through to 2004 did not look good.

UK interest rates – 2002/03

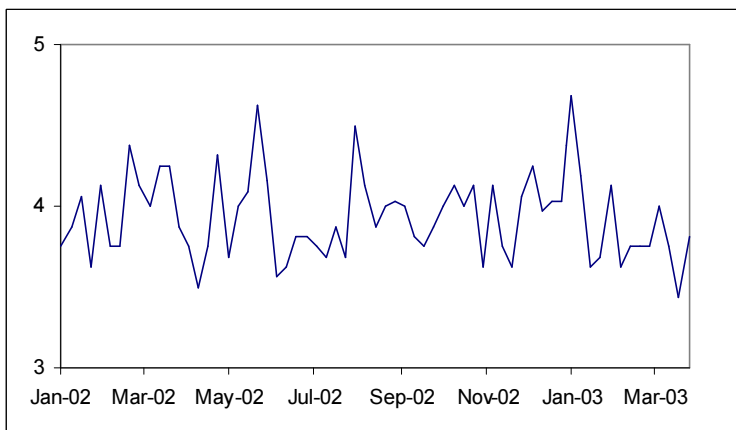


With house price inflation showing signs of decelerating and personal spending running out of steam, the UK's success story of recent years appeared to be drawing to a close. Uncertainties caused by the situation surrounding Iraq only made matters worse and may have contributed to the downgrading of the Bank of England's view of domestic activity over the medium term.

This, together with the persistence of a benign set of inflation forecasts, was the catalyst for the unexpected quarter-point cut in base rates in early February to 3 ¾%. Money markets began to discount a less favourable domestic and international profile for the year ahead and factored-in a high probability that more rate cuts were likely to be seen before the low point of the current rate cycle was reached. Period rates adjusted accordingly and by the closing stages of February the yield curve out to one-year had inverted again.

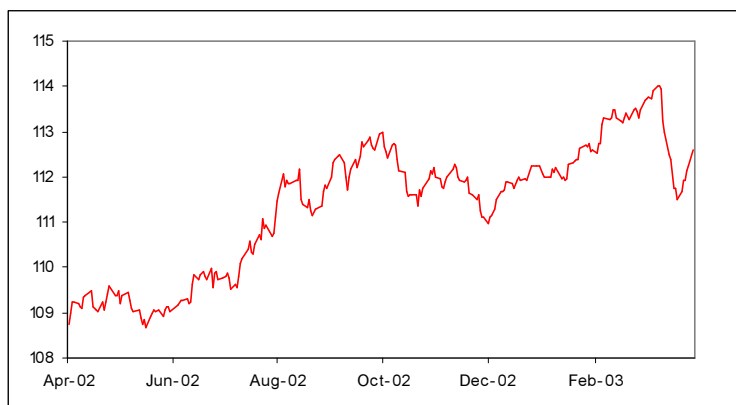
Poorer economic prospects, together with renewed weakness in world equity markets and geo-political uncertainty proved to be a major boost for the gilt-edged market. Certainly, earlier concerns about the deteriorating health of public sector finances and the upward pressure this threatens to place upon yields, were overshadowed by these more immediate problems. The overriding demand for safe-haven investments drove gilt yields to yet lower levels. Such was the demand for stock that by late February yields in the two-year area had fallen to levels below rates on money market deposits, a very pessimistic view on activity prospects and one that could not be sustained without further significant cuts in official interest rates in the near future.

#### 7-day (LIBID) deposit rate – 2002/03



The upbeat performance of gilts continued through the early part of March as did the downward pressure upon money market rates. The Iraqi situation has become the dominant influence upon all markets and as the risks of war escalated so did the nervousness of investors. The threat of a sell-off in gilts once hostilities commenced, partly on the view that funds would be switched into equities and partly because a quick war could enhance economic recovery prospects, had been widely discussed and led many investors to maintain a low profile, hoping the wrangling within the UN would come to a peaceful conclusion.

### Short-dated gilt-edged prices – 2002/03



In the event, these hopes were not to be and the outbreak of war in the second half of the month sparked a dramatic increase in volatility. Money rates firmed slightly, any strong rise being limited by continued expectations that cuts would still be seen later in the year. Longer-term rates, i.e. gilt yields, did rise as investors deserted what had come to be regarded as a heavily over-bought asset class. Prices fell sharply across the yield curve before settling into an erratic trading range in the closing stages of the quarter.

### **Investment Activity**

#### **General Overview**

In common with the rest of the financial year, activity of fund managers varied widely and reflected the diversity of views on two considerations in particular - interest rate prospects and the attractions of longer-dated yields at levels that were already low by historic standards. This determined positioning in the money market maturity range as well as the level of enthusiasm for longer term securities - gilts in the main,

The bulk of managers chose to steer clear of gilts. As the quarter progressed, yields in the 2 to 3 year area of the curve had fallen below those prevailing in the money market. This reflected the popularity of government securities at a time when the global political situation was particularly uncertain. The flight of investment funds into safe havens added a large risk premium to gilts and led many managers to question the justification for exposure to this market. Unless interest rates were expected to fall yet further or the political situation was expected to deteriorate even more, the safest option seemed to be one of giving this asset class a wide berth.

That said, a number of managers were active in this market, either as a result of a strategic decision to maintain a holding in an environment where rates were forecast to remain very low for the foreseeable future, or as part of a series of tactical forays into the market place with the intention of boosting overall performance through small but useful capital gains.

The volatility of markets in the period meant that not all gilt investments would automatically produce the desired results. Participation in this sector called for a careful approach as an inappropriate decision could make damaging inroads into hard earned returns.

#### **Distribution of investments\* (% distribution of portfolio)**

End-period	Money market					Gilts
	u/i cash	0-1 month	1-3 month	3-6 month	6-12 month	
<b>Investec</b>						
2002/03						
Jun	0.67	3.49	23.72	8.86	43.84	19.41
Sep	0.20	12.76	28.60	9.53	48.90	0.00
Dec	0.19	0.00	8.33	36.61	45.12	9.75

Mar	0.49	1.95	32.75	27.21	27.60	10.01
<b>CDCM</b>						
2002/03						
Jun	0.00	16.67	16.67	16.67	50.00	n/a
Sep	0.00	0.00	60.00	0.00	40.00	n/a
Dec	0.00	20.00	20.00	60.00	0.00	n/a
Mar	0.00	20.00	80.00	0.00	0.00	n/a

## Investec

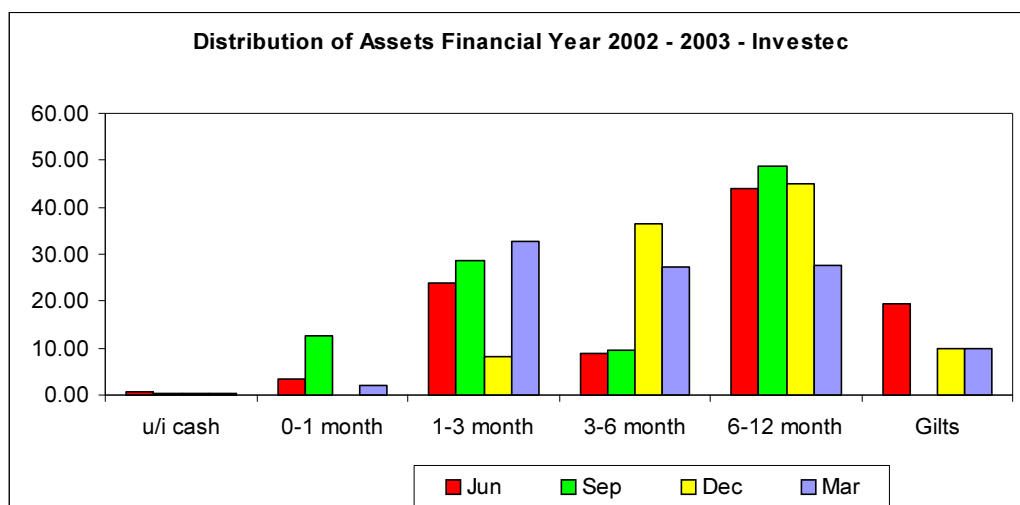
Investec maintained a cautiously upbeat approach to longer-dated securities. This was in keeping with its view that the UK's economic prospects in the forthcoming year supported forecasts that official interest rates would be reduced towards the 3% level during the course of 2003. It justified a continued exposure to gilt-edged securities and long-dated CDs, in spite of the fact that yields were close, or in some cases even below, those available on shorter money market instruments.

The manager's painful experiences in 2001/02, when sharp setbacks in the gilt market undermined performances, no doubt encouraged it to limit exposure to sectors that would be especially vulnerable in the event of a deterioration in investor sentiment. A small holding of gilts was purchased in January to add to the stock held at the end of the previous quarter. The rally in gilts, in reaction to the escalation in geo-political uncertainties and a further dose of equity market weakness since the turn of the year, meant that this strategy delivered good results – at least in the first two months of the quarter.

Gilt holdings were reduced in early March, when the portfolio's exposure to this asset class was reduced to approximately 10% of the value of the fund. This move intended to lock in some of the profits made in recent months and to reduce vulnerability to market setbacks in the closing stages of the year – even if these proved only temporary.

CD investment was also concentrated at the longer end of the maturity range in the early part of the new year. The manager believed that the relatively low level to which long-term rates had already fallen would still provide a better return than that obtained from the concentration of investment in short-dated instruments. CDs that were approaching maturity were liquidated and, as part of a series of "lengthening switches", the proceeds were reinvested in 1-year securities.

The direction of investment shifted to shorter maturities in the final stages of the year. Interest rates available further along the curve had fallen to levels that were not considered attractive unless the manager's view on rates had shifted to an even more optimistic footing. Investec was clearly a little more cautious than that.

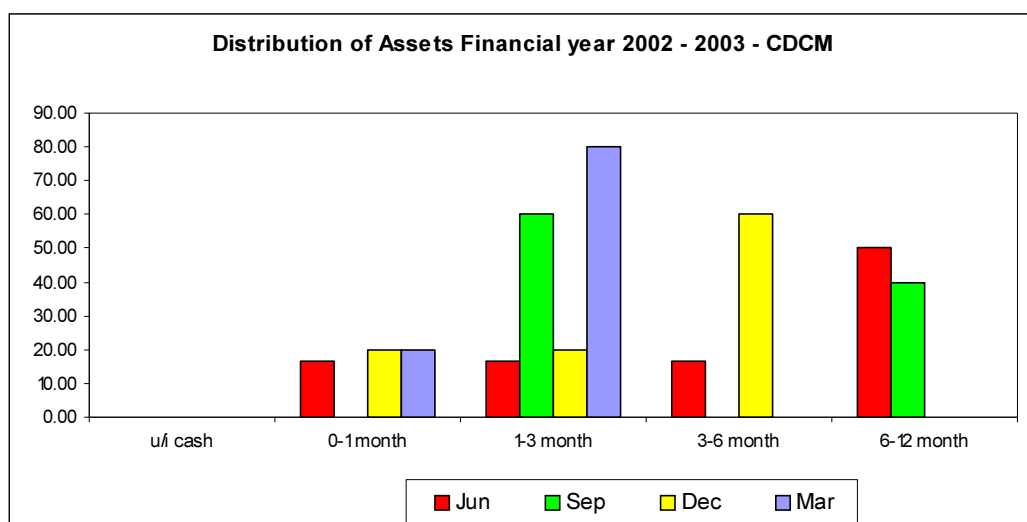


## CDCM

CDCM's view on interest rate prospects was more or less in line with market consensus. Official rates are expected to move modestly lower than current levels, remain there for some time but to return to a rising trend in 2004 when global economic activity shows signs of strengthening. Prior to this, they anticipate some steepening of the money market yield curve which has been disappointingly flat in the past quarter.

Following the February cut in base rates, money market rates moved to levels that discounted this consensus view. As a result of this, CDCM could not identify any value in investing at the longer end of the yield curve. Unless rates were expected to fall more sharply than anticipated, there was little point in committing funds for more than a few months at a time.

Consequently, new deposits were directed towards the shorter end of the maturity range - mainly in the three to four month area. This ensured two considerations were met. First, the fund did not lose out on the best rates available in the market. Second, and more important, there would be a healthy stream of maturities throughout the year and this would place the portfolio in a position where advantage of the expected steepening of the yield curve can be taken at an early opportunity. What could not be obtained from such new investments in the prevailing environment, was a healthy performance margin over the Council's benchmark. This is likely to remain a problem over the near term at least.



## Performance

### General Overview

With the bulk of managers concentrating most of their portfolios in the relative safety of the money markets there was little scope for returns to vary widely during the final quarter of the financial year. Two factors in particular played an important part in determining relative success. First and perhaps of least impact, was the choice of maturity of money market investment. Second, was the attitude to the gilt-edged market. This was the key to success or failure.

Most managers found it hard to remain enthusiastic about the money market. Interest rates had already fallen to levels which were generally unattractive and the yield curve was flat or even inverted for much of the period. Unless one was convinced that rates would fall below the levels that were already being discounted in the marketplace it was hard to justify allocating funds to the longer maturities. Rates did indeed fall at the time of the surprise cut in Base Rates in February and afterwards. This generated small but useful capital gains on long-dated CD holdings which the more optimistic managers had included in their portfolios.

Again, gilt-edged investment was the main determinant of performance. Some managers undertook a series of successful tactical operations in this sector and this will have added to net returns. Some were less fortunate, as results testify. The best performances were achieved by managers who had strategic holdings of stock through a quarter in which prices succeeded in testing new highs. The most successful managed to reduce or eliminate

holdings prior to the commencement of the war in Iraq when prices became dangerously volatile and ground was lost.

#### Comparative performances against benchmark & industry average\*\*

2001/02	B'mrk	Industry average**	Investec			CDCM		
			Actual	vs b'mrk	vs ave	Actual	Vs b'mrk	vs ave
Q2	1.23	1.09	1.17	-0.06	0.08	1.39	0.16	0.30
Q3	1.20	1.59	1.46	0.26	-0.13	1.30	0.10	-0.29
Q4	0.99	0.91	0.72	-0.27	-0.19	1.18	0.19	0.27
Q1	0.93	0.82	0.62	-0.31	-0.20	1.11	0.18	0.29
2002/03								
Q2	0.90	1.30	1.51	0.61	0.21	1.10	0.20	-0.20
Q3	0.94	1.27	1.47	0.53	0.20	1.13	0.19	-0.14
Q4	0.94	1.00	1.02	0.08	0.02	1.13	0.19	0.13
Q1	0.91	1.06	1.21	0.30	0.15	1.14	0.23	0.08

#### Investec

The quarter started on a very positive note. The rally in gilts that had re-commenced in December continued. Geopolitical uncertainties and equity market weakness served as a powerful incentive for funds to be directed to safe haven instruments. Gilts benefited from this trend and demand remained strong, in spite of the fact that yields, notably in the 2-5 year area were already testing historically low levels.

Investec's decision to maintain, and for a time even increase, exposure to this sector was critically important in ensuring the overall net return for the fund was relatively upbeat for the quarter as a whole. Unfortunately, the sharp falls in gilt prices in the closing stages of the period, triggered by the start of the Iraq war and the switching of funds out of gilts and back into equities, did erode returns. Investec had partially liquidated its gilt holdings before then. But the fact that the portfolio still had some gilts in late March was a source of minor disappointment.

That said, the net return for the quarter was still a respectable 1.21%, 0.30% ahead of the benchmark and 0.15% ahead of the industry average. The return for the year as a whole was also very satisfactory as the table of cumulative returns below does show. The fund beat the benchmark and industry average by 1.57% and 0.59% respectively, more than making up for Investec's disappointing performance in 2001/02.

#### Cumulative performances against benchmark & industry average

2001/02	Benchmark+		Industry average	Investec			CDCM	
	(a)	(b)		Actual	vs b'mrk	vs ave	Actual	vs b'mrk
Q2	1.23	1.23	1.09	1.17	-0.06	0.08	1.39	0.16
Q3	2.43	2.44	2.70	2.65	0.21	-0.05	2.69	0.26
Q4	3.42	3.46	3.63	3.39	-0.07	-0.24	3.87	0.45
Q1	4.35	4.42	4.48	4.03	-0.39	-0.45	4.98	0.63
2002/03								
Q2	0.90	0.90	1.30	1.51	0.61	0.21	1.10	0.20
Q3	1.83	1.85	2.59	3.00	1.15	0.41	2.23	0.40
Q4	2.77	2.81	3.63	4.05	1.24	0.42	3.36	0.59
Q1	3.68	3.74	4.72	5.31	1.57	0.59	4.50	0.82

+ Benchmark (a) is an arithmetic total used to assess CDCM's performance, (b) is compounded for Investec assessment.

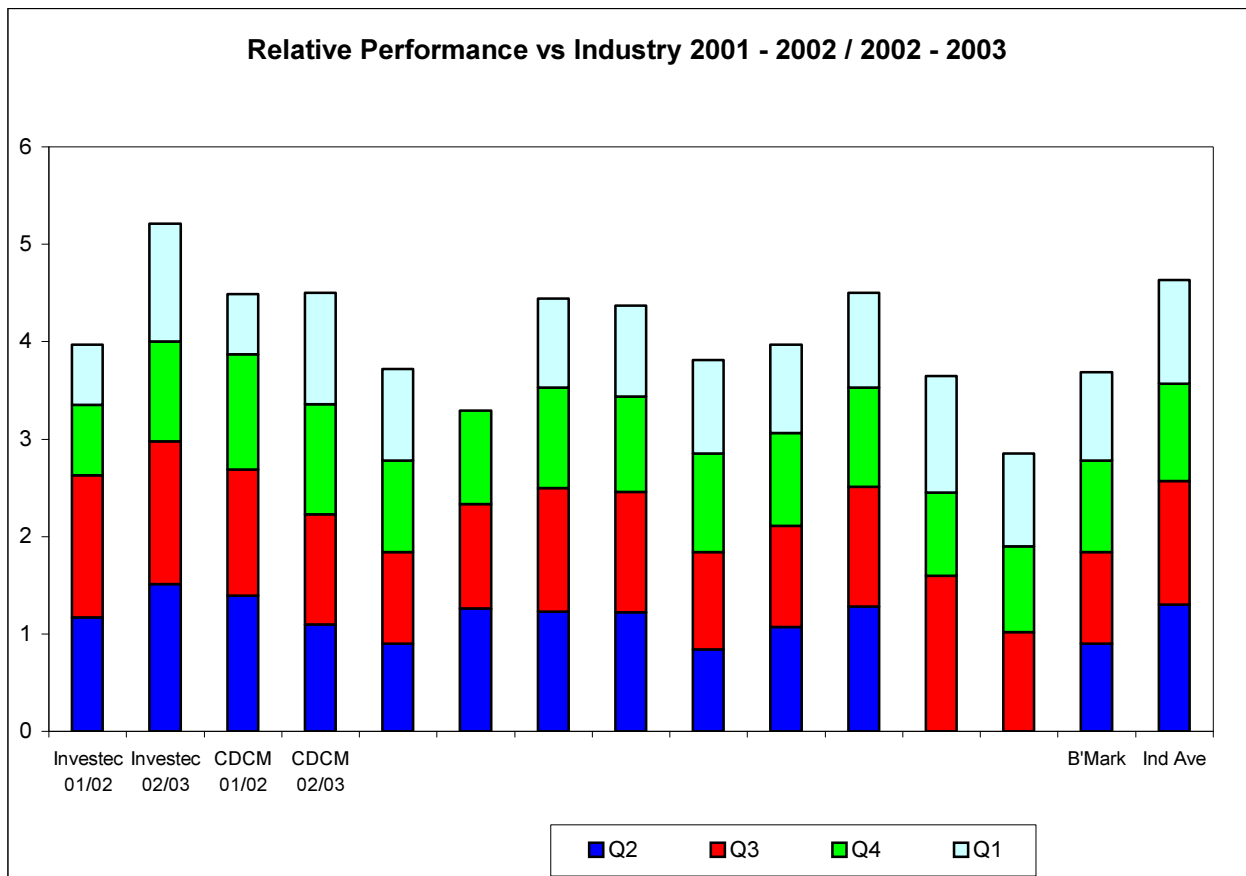
#### CDCM

CDCM's performance continued to reflect the benefits of deposits made earlier in 2002 at rates of interest that still reflected a consensus expectation that returns would be on a rising trend by early 2003. This certainly

ensured the portfolio continued to earn comfortably ahead of benchmark in the latest quarter and to exceed the industry average for the cash/gilt funds. The latter observation provides continued proof of this manager's relative success in managing pure cash assets through a pro-active approach to the money markets.

However, unless there are some changes to money market rates in the near future, CDCM will be faced with a situation in which it will be very difficult to deliver a performance that is noticeably different from the Council's chosen benchmark. Ideally, this should involve a steepening in the yield curve to provide the opportunity to lock in some superior returns over a relatively long time frame. As yet, there is no sign of this coming to pass in the present quarter.

During the January-March quarter, CDCM posted a net return of 1.14%, 0.23% ahead of benchmark. For the year as a whole, the manager's active use of opportunities at the longer end of the yield curve was a significant contributor to the cumulative performance of 4.50%. This exceeded the benchmark by 0.82% and although is not strictly relevant measure, the fund's performance compares quite favourably with the industry average of 4.72%.





**NEWCASTLE-UNDER-LYME BOROUGH COUNCIL  
HUMAN RESOURCES STRATEGY  
2003/06**

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## Foreword

The Human Resources Strategy (HR Strategy) will support the Corporate Plan and Best Value Performance Plan. It sets out the key priorities for improving the way in which the Borough Council needs to manage its people in order to achieve its primary aim of –

*“leading the Borough by developing a safer, fairer, more prosperous and sustainable community”.*

and improving services for all the residents of the Borough. It addresses issues about the Borough Council as an employer and as such, it is a document for all the Council’s stakeholders, not just the Council’s Managers and the Personnel Services Section.

Over the coming year, the Borough Council will be continuing to review its services, reorganising its operations and developing its processes in order to deliver better services to the residents of Newcastle-under-Lyme. We will continue to review our departmental structures while at the same time develop new ways of providing services more responsive to local needs (eg One Stop Shops/E government). If these changes are to be successful it is essential that our people and in particular our managers, the Personnel Services Section and partners play a key role.

We anticipate that a significant outcome of the strategy over a three year period will be a change of culture within the organisation. Unless we can ensure we have committed, skilled and empowered employees, we will not be able to meet the aims and objectives to which we aspire.

Our strategy is underpinned by a vision of excellent employment practice. We must treat our employees fairly and consistently and lead the way for the Borough’s communities in tackling discrimination and inequalities in all aspects of work and life by ensuring that we are a ‘model employer’.

Performance in the form of improved services is paramount. We need to ensure staff at all levels understand their contribution to achieving the Council’s priorities, have clear performance objectives, are properly trained, resourced and empowered to serve the public and have flexible skills and working practices.

We need to build on the current capacity of the Personnel Services Section to focus more closely on Human Resources issues to enable us to make further improvements and provide services that make a valued contribution to the effective management of the Authority.

Elected members, managers, employees and trade unions will need to work together to ensure the Borough Council becomes a healthier, more effective organisation by implementing this strategy.

Councillor Leech  
Councillor Bentley  
Felix Harley  
Dave Fryer  
Paul Pickerill

Council Leader  
Portfolio Holder – Resources – Chair, Joint Consultative Committee  
Town Clerk & Chief Executive  
Head of Personnel Services  
Chair – Employees Side Joint Consultative Committee

## Background

Our employees are the Council's most valuable and key assets. Much of what the Council does depends fundamentally on their skills, knowledge, drive, creativity and capacity. The HR Strategy therefore:

### Recognises How People Contribute

- Recognises the vital contribution of effective people management to the achievement of performance objectives and strategic priorities.

### Seeks Excellence

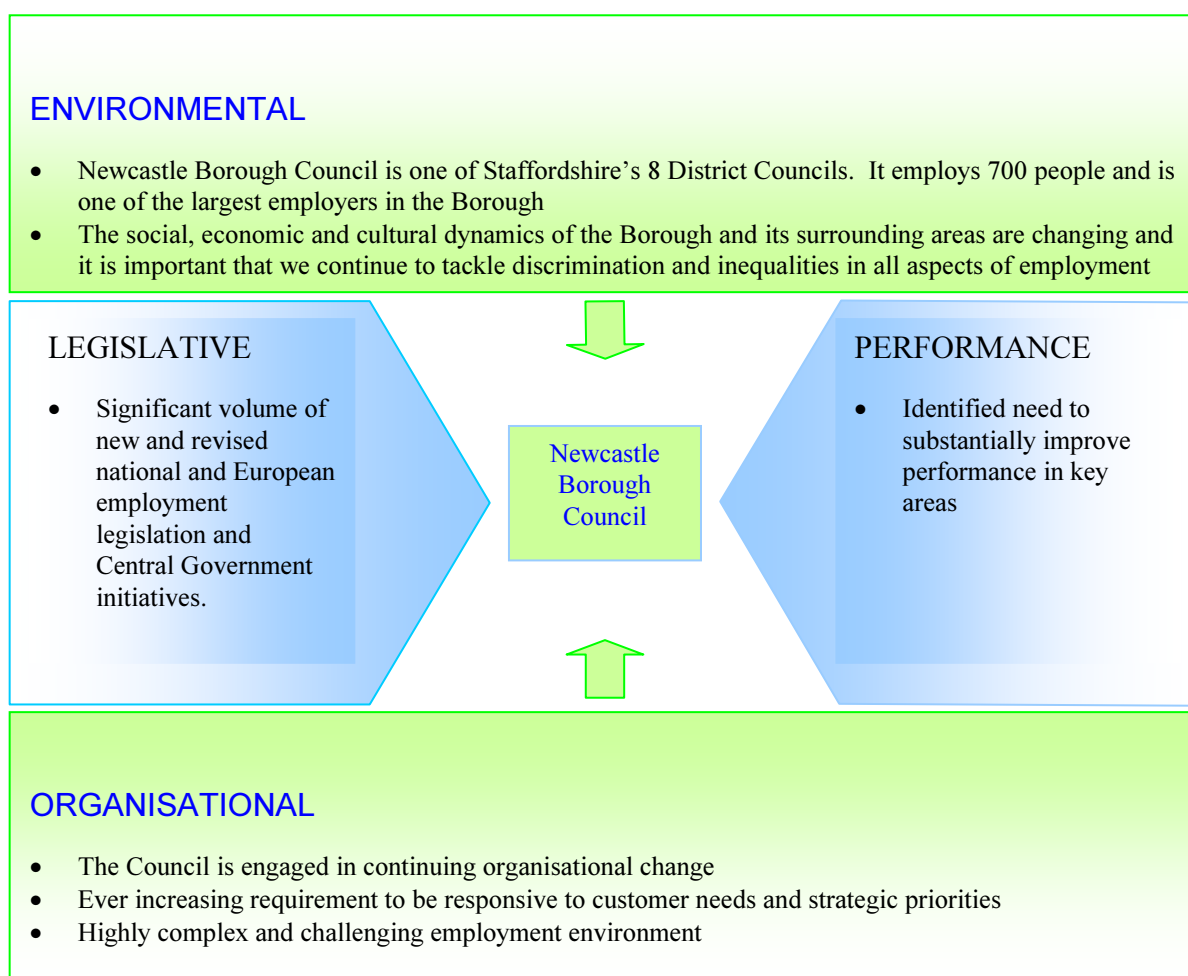
- Seeks excellence in people management for the benefit of services to the residents of the Borough.

### Adds Value

- Adds value to services and helps the Council manage and develop its people more effectively.

## Context

This strategy should be taken in the context of four major pressures:



## The Borough Council's vision and values

In order to meet the challenges identified in the Corporate Plan, we need to make significant changes that strengthen our ability to transform the organisation.

The Borough Council values:

- citizens, community and democracy
- equality of opportunity and the elimination of discrimination in employment and service delivery

Underpinning these values, there needs to be an ongoing commitment to:

- leadership
- teamwork
- the contribution made by individuals
- learning and development
- the taking of personal responsibility

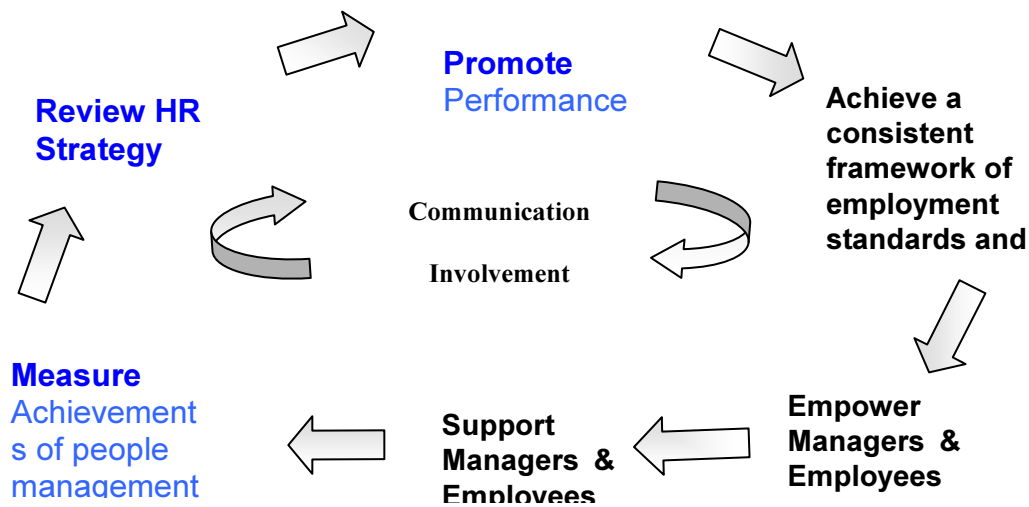
We therefore need to work in ways that enable people to:

- |                                     |                                      |
|-------------------------------------|--------------------------------------|
| ✓ be enthusiastic and committed     | ✓ deliver, succeed and achieve       |
| ✓ be innovative and creative        | ✓ be open and honest                 |
| ✓ consult, listen and work together | ✓ understand and learn from mistakes |

## The need for improvement

Our preparations for the Comprehensive Performance Assessment scheduled for December 2003 have helped us to focus on those areas where improvement is most needed – whilst building on the successes that are already in place.

## Our mission – to be a ‘model’ employer



- ✓ Clear roles and responsibilities
- ✓ Define expectations and performance objectives
- ✓ Provision of skills & development support
- ✓ Clearly defined competencies
- ✓ Tools & techniques

The Borough Council has a duty to provide a working environment where employees are treated fairly. In order to attract and retain the best people, we must aim to be an employer of first choice. We must continue to develop employment policies and procedures to ensure that they are non discriminatory and consistently applied. Our organisational culture and working environment must appeal to existing and potential employees and enable the Borough Council to legitimately promote itself as a ‘model’ employer.

We must find ever better ways to recognise and value the contribution of our people and invest in their development. Newcastle Borough Council will change only through individuals who are committed and motivated to learn. Individual learning does not guarantee organisational learning but without it, no organisation learning or improvement will happen.

Our mission is to ensure employees have the skills, knowledge and motivation in relation to their roles to deliver improved services, together with confident and capable people managers able to motivate and performance manage their teams.

We will **promote performance** by achieving a consistently applied **framework of employment standards and practices**, which create the conditions and provide the tools for managers and employees to focus their energy effectively on delivering the organisation’s goals.

We aim to **empower our managers and employees** by ensuring they have clear roles and responsibilities. All employees need to understand our aims and the contribution they make to achieving improved services for the residents of the Borough. All individuals should have appropriate performance objectives linked to the goals of the Borough Council so that they are clear about what needs to be done to meet these goals.

We will **support and promote the development of managers and employees** to create a flexible and multi-skilled workforce - crucial to delivering improved performance and services.

We will undertake to **monitor and measure people management** and performance in order to constantly improve the way in which our people are inspired, engaged and managed.

## Key Drivers

The HR Strategy is driven primarily by the vision and priorities of the Council:

*“to lead the Borough by developing a safer, fairer, more prosperous and sustainable community”.*

It is also designed to assist in the achievement of the aims and objectives contained in the current Best Value Performance Plan/Corporate Plan and the Council’s stated aim of achieving Investors in People (IIP) accreditation by 2005.

The HR Strategy has been informed by a programme of consultation with:

- ✓ *Chief Officers and Service Managers (COMT/SMG)*
- ✓ *Members*
- ✓ *Employees*
- ✓ *Trade Unions*
- ✓ *External Stakeholders*

The development of the first Service Plan for the Personnel Services Section identified the need to address several HR issues which will be delivered by making key service improvements in the following areas:

- Contributing to achieving organisational change
- Empowerment of managers and employees
- Competency of managers and employees
- Individual performance management
- Absence management

These were reinforced by the people management issues identified by the European Foundation Quality Model (EFQM) exercise.

- Improving employee communications across the Council
- Modernising HR policy and practice to develop the capacity to improve
- Supporting the development of a Learning Organisation
- Facilitating the implementation of performance management to improve services

## **Current Human Resource Management arrangements at the Borough Council**

The recent EFQM exercise highlighted that the existence of an effective human resource support function was critical to help the Borough Council improve services and achieve change.

Since its formation in 1990 the Council's Personnel function has provided corporate human resources advice and support.

The Section has also been tackling inconsistent and uncoordinated ways of working by continuing to develop and implement modern and effective employment policies and procedures.

However, a significant amount of the Section's time is still spent resolving service based personnel problems and this limits the Section's ability both to be a proactive source of guidance and advice and also to develop corporate HR initiatives. There is also scope to improve administrative processes and the provision of management information.

The Section has recently begun to make a more strategic impact on the organisation by developing the Employee Training and Development Scheme and leading on Investors in People and Job Evaluation/Single Status but there is a need to establish a clearer understanding of the Section's contribution to strategic priorities and also how the HR responsibilities of individual managers also contribute to the achievement of strategic objectives.

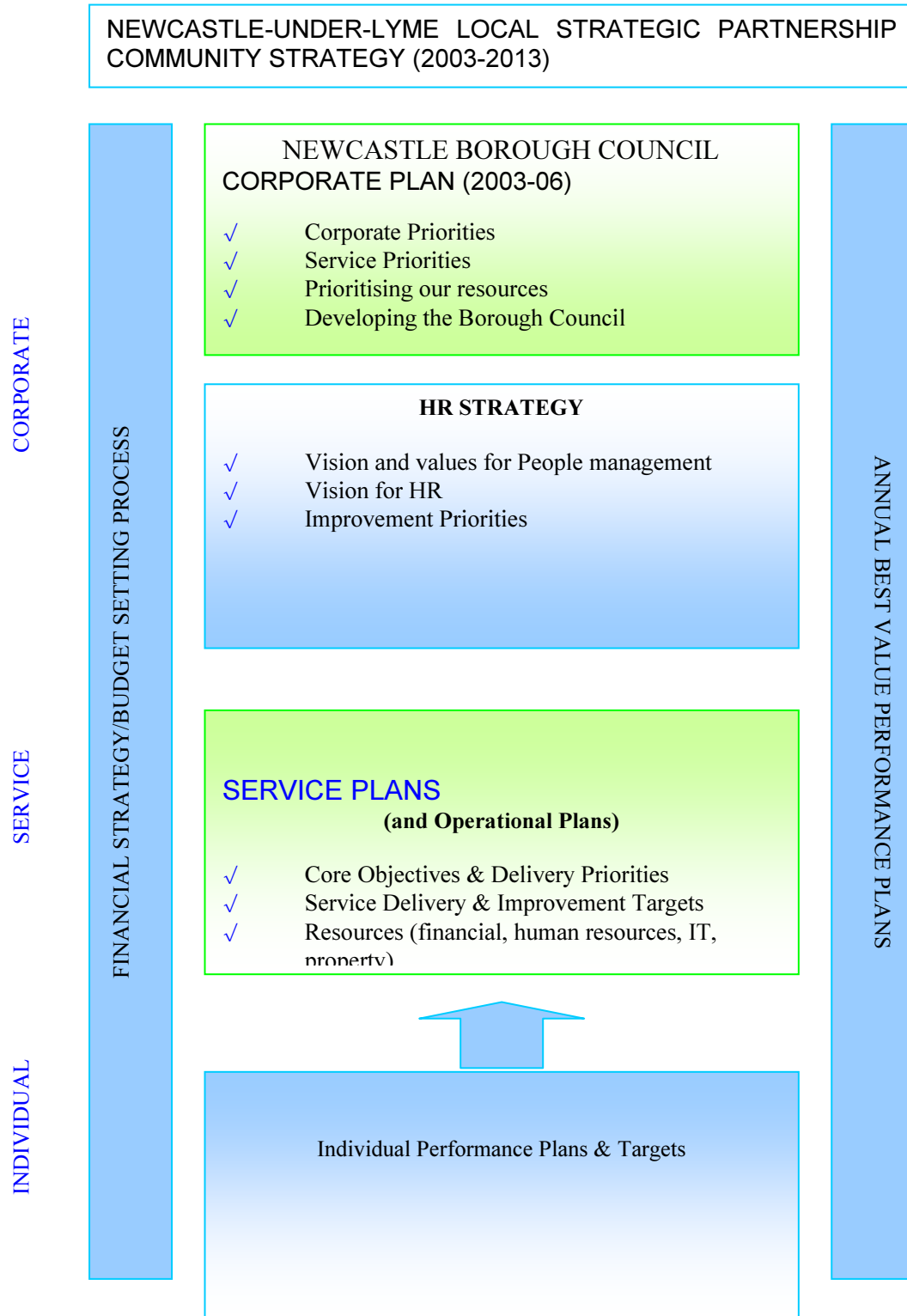
In order to enable the Section to become more proactive, particularly in the identified priority areas of management/staff training and development, workforce communications/consultation, workforce monitoring and equal opportunities, we need to increase capacity within the function by filling the currently vacant Personnel Officer's post.

## **A Vision for HR**

- **Achievement of the highest standards in people management**  
To focus on employment excellence.
- **Strategic focus**  
To add value and make an effective contribution to the achievement of the organisation's objectives by providing effective leadership on people management practice.
- **Equality of Opportunity**  
To contribute to the efficiency and effectiveness of the Council's workforce by ensuring that all employees are treated fairly and consistently and that no minority group or section of the workforce is disadvantaged or discriminated against.
- **Effective configuration of HR resources**  
To deploy our HR resource in the most appropriate way to drive forward the Borough Council's priorities.
- **Improvement of accountability in management of people**  
To empower managers to carry out their own HR activities and responsibilities.
- **Engage with the needs of services**  
To develop a shared understanding of service priorities and how HR will contribute to supporting the delivery of service priorities.
- **Efficient and effective provision of information to services**  
To make management information more readily available and enable more effective people management.
- **Consistency of standards**  
To determine and embed minimum standards but not constrain innovation and management actions.
- **Workforce planning**  
To plan for and put in place the workforce to meet future service needs.
- **Valuing employees**  
To encourage the development of all staff so that they realise their potential and to recognise the contribution of employees.
- **Provision of a flexible service**  
To maintain an effective service to elected members, individual managers and employees whilst driving and supporting change at a corporate level.

# HR Planning and Implementation Framework

The HR Strategy forms an integral part of the Council's overall planning and implementation framework:



## Improvement Priorities

The HR Strategy provides a framework to transform people performance at the Borough Council and enable the organisation to manage change effectively.

The following improvement priorities hold the key to maintaining employee morale and motivation, releasing and maintaining talent at all levels.

A programme of improvements will be carried out to ensure that targets are met. The areas for improvement have been identified as a priority as a result of:

- European Foundation Quality Model (EFQM) exercise
- Preparation for CPA assessment
- Consultation with managers
- Employee Workforce Survey

<u>Improvement Area</u>	<u>Priorities</u>
<p>1.</p> <p style="text-align: center;"><b>Leadership &amp; Management Development</b></p>	<p>1.1 Establish competencies for leadership and management development so that development links to organisation needs.</p> <p>1.2 Empower managers to contribute to the organisation's objectives.</p> <p>1.3 Ensure development is targeted at all levels of management to empower individuals to manage effectively.</p> <p>1.4 Ensure clear and consistent standards of management</p>
<p>2.</p> <p style="text-align: center;"><b>Competency Framework</b></p>	<p>2.1 Provide a framework for development linked to the Borough Council's priorities.</p> <p>2.2 Integrate relevant competencies into the Employee Training and Development Scheme and the recruitment &amp; selection process.</p> <p>2.3 Ensure competencies are integrated with the Performance Management Process.</p>
<p>3.</p> <p style="text-align: center;"><b>Organisation &amp; Workforce Development</b></p>	<p>3.1 Ensure employees have the skills and knowledge to deliver organisational aims and objectives.</p> <p>3.2 Identify and provide for the future needs of the organisation in response to local needs by establishing succession and forward workforce planning.</p> <p>3.3 Achieve liP recognition for the whole organisation.</p>

## EQUALITIES

4.  <b>Discrimination</b>	4.1 Review employment policies, procedures and practices to ensure that the composition of the workforce at all levels is based on ability, skill and competence. 4.2 Take active steps to identify and eliminate discrimination.
5.  <b>Diversity</b>	5.1 Enable our workforce to recognise and manage diversity. 5.2 Raise and promote diversity awareness. 5.3 Achieve greater diversity in employment in order to better represent the community. 5.4 Take active steps to implement the Race Relations Amendment Act.

## EMPLOYEE RELATIONS

6.  <b>Employee Relations</b>	6.1 Review current processes to establish meaningful consultation and effective negotiating processes and Dispute Resolution. 6.2 Wider and more direct employee involvement and communication.
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## HEALTHY AND SAFE WORKING ENVIRONMENT

7.  <b>Healthy and Safe Working Environment</b>	7.1 Establish consistent risk assessment and health, safety and welfare processes across the organisation and respond appropriately to health and safety legislation. 7.2 Make managers and employees aware of their health and safety responsibilities and obligations.
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## MODERNISE HR POLICY & PRACTICE

<p>8.</p> <p><b>Employee Standards</b></p>	<p>8.1 Continue to develop and introduce policies, procedures and guidance that modernise employment practices and provide a framework for setting minimum employment standards.</p> <p>8.2 Deliver on statutory obligations to meet employment legalisation.</p> <p>8.3 Improve clarity on employment rights and responsibilities.</p>
<p>9.</p> <p><b>Working Practices</b></p>	<p>9.1 Understand changing business and customer needs in order to assist with service delivery improvement.</p> <p>9.2 Ensure employment policies promote work-life balance within a service provision framework</p> <p>9.3 Ensure best use of resources to establish greater flexibility in deployment and working practices.</p>
<p>10.</p> <p><b>Pay &amp; Reward</b></p>	<p>10.1 Implement a fair, equitable and affordable pay and grading structure.</p> <p>10.2 Implement an appropriate reward strategy.</p>

## PERFORMANCE MANAGEMENT

<p>11.</p> <p><b>Managing Sickness</b></p>	<p>11.1 Implement improved policies and strategies to reduce absenteeism and the impact absenteeism has on services.</p> <p>11.2 Ensure a fair and consistent application of the Absence Management Policy.</p> <p>11.3 Ensure appropriate support mechanisms are implemented to support attendance at work.</p>
<p>12.</p> <p><b>Individual Performance Management</b></p>	<p>12.1 Determine the role and contribution to service and corporate objectives made by individuals.</p> <p>12.2 Increase understanding and awareness of the organisation and its objectives.</p> <p>12.3 Measure individual performance and establish accountability.</p> <p>12.4 Develop competencies to carry out designated roles.</p>

## RECRUITMENT & RETENTION

13.

### Recruitment & Retention of Staff

- 13.1 Develop a strategy for recruitment and retention that embraces the need to maximise our ability to attract and retain local and national talent.
- 13.2 Modernise the recruitment process by maximising technology currently available.
- 13.3 Reduce the time to recruit.
- 13.4 Attract people with the right skills in the right place at the right time by using the most appropriate recruitment methods.
- 13.5 Make use of appropriate positive action strategies in order to achieve a more diverse workforce.

### Implementation Plan

Target Date	Action/Objective	Cost (Direct)	Responsibility	HR Strategy Improvement Priority Reference	Link to BV Performance/Corporate Plan
31 July 2003	Agreement of HR Strategy.	N/A	Cabinet	N/A	Priority 7.2 (Best use of resources)
31 August 2003	Employee Training & Devt Scheme implemented.	N/A	COMT/SMG/Line Managers	2.1-2.3 3.1-3.3 12.1-12.3	Priority 7.2 (Best use of resources) 2000/01 Audit recommendation R4 2001/02 Audit recommendation R3
	Diversity awareness training commenced (Ongoing).	£20,000 (2003/04)	Head of Legal & Democratic Services/Principal Personnel Services Officer	4.2 5.1-5.4	Priority 4.3 (Promoting equality) BVPIs 2(a) & 2(b)
	Policy/Guidance on Stress at Work implemented.	N/A	Personnel Officer (Health & Safety)/Managers & Supervisors	11.1, 11.3	Priority 7.1 (Improving communication with staff) BVPIs 12 & 15
	Policy/Guidance on workplace management of domestic violence implemented.	£5,000 (Est) Training	Principal Personnel Services Officer/Designated Contacts/Managers & Supervisors	11.1, 11.3	Priorities 1.1 (Reducing crime) and 7.1 (Improving communication with staff) BVPI 12
30 September 2003	First Annual Staff Survey Completed.	£4,000 (Est) (Consultants)	Head of Personnel Services/Head of Policy, Review & Comms.	6.2	Priority 7.1 (Improving communication/consultation with staff) LI27 EFQM Action Plan

30 October 2003	Recruitment, Selection & Induction Code of Practice reviewed and training for managers completed.	£4,000 (Est) (Recruitment advertising)	Principal Personnel Services Officer	12.2, 12.4 13.1-13.5	Priority 4.3 (Promoting equality) BVPI's 2, 11(a), 11(b), 16(a) & 17(a)
30 November 2003	<p>Evaluation of all unique/generic posts completed.</p> <p>Policy/Procedure re use of temporary/agency staff agreed and Implemented.</p> <p>Absence Management Policy Reviewed and training for managers completed.</p>	<p>£50,000 (Consultants and software)</p> <p>N/A</p> <p>N/A</p>	<p>Job Evaluation Steering Group</p> <p>Head of Personnel Services/Trade Unions</p> <p>Head of Personnel Services</p>	<p>4.1, 4.2 10.1, 10.2 13.1</p> <p>9.1, 9.3-13.4</p> <p>11.1-11.3 12.2 &amp; 12.4</p>	<p>Priority 4.3 (Promoting equality)</p> <p>Priority 7.2 (Best use of resources)</p> <p>BVPIs 12 &amp; 15</p>

31 December 2003	<p>Constitution of JCC Reviewed.</p> <p>Consistent approach to Team Briefings implemented across the Council.</p>	<p>N/A</p> <p>£3,500 (Est) (Training)</p>	<p>Head of Personnel Services/Head of Legal and Democratic Services</p> <p>COMT/SMG/Line Managers</p>	<p>6.1</p> <p>3.3 6.2 8.1 9.1</p>	<p>Priority 7.1 (Improving consultation with staff)</p> <p>Priority 7.1 (Improving communication with staff)</p>
27 February 2005	Initial Review of Employee Training and Development Scheme.	N/A	SMG/COMT	3.1-3.3 12.1-12.3	<p>Priorities 4.3, 7.1 &amp; 7.2 (Promoting equality, improving communication, best use of resources)</p> <p>2000/01 Audit recommendation R4</p> <p>2001/02 Audit recommendation R3</p>
1 April 2004	<p>Single Status and new Pay and Grading Reward Structure implemented.</p> <p>Personnel Services Section reconfigured to ensure future focus on priority HR/cross cutting issues.</p> <p>Development of Health and Safety Management Plan completed.</p>	<p>£400,000 (Est)</p> <p>Financed from within currently approved budget.</p> <p>N/A</p>	<p>Job Evaluation Steering Group</p> <p>Head of Personnel Services/Principal Personnel Services Officer</p> <p>Personnel Officer (Health &amp; Safety)</p>	<p>9.2, 9.3 10.1, 10.2 13.1</p> <p>4.1, 4.1 5.1-5.4 8.1-8.3</p> <p>7.1, 7.2</p>	<p>Priority 4.3 (Promoting equality) BVPI 13</p> <p>Priority 7.2 (Best use of resources)</p> <p>Priority 7.2 (Best use of resources)</p>
31 July 2004	Competency framework for managers and other employees developed.	N/A	SMG Workforce Training & Development Strategy Sub Group	1.1-1.4 12.4	Priorities 4.3 & 7.2 (Promoting equality, best use of resources)

30 September 2004	Second Annual Staff Survey completed.  Recruitment, Selection & Induction Code of Practice Reviewed.	£4,000 (Est) (Consultants)		6.2  2.2	Priority 7.1 (Improving communication and consultation with staff) LI27  Priority 4.3 (Promoting equality) BVPs 2, 11(a), 16(a) & 17(a)
31 December 2004	Investors in People Accreditation Achieved.	N/A	All employees	3.3	Priorities 7.1 & 7.2 (Improving communication with staff, best use of resources)
1 April 2005	Competency framework for managers and other employees implemented.	N/A	COMT/SMG	1.1-1.4 12.4	Priorities 4.3 & 7.2 (Promoting equality, achieving savings and improvements)
30 September 2005	Third Annual Staff Survey completed.	£4,000 (Est) (Consultants)		6.2	Priority 7.1 (Improving communication and consultation with staff) LI27

## Assessment and Review

Review of HR Strategy/ implementation	Annually & Ongoing	Head of Personnel Services/Principal Personnel Services Officer
Delivery of HR Service priorities at departmental level	Ongoing	Heads of Service/DMTs/Line Managers/Supervisors
Achievement of milestones/Progress Report	Monthly Quarterly	SMG COMT
Monitoring/review of relevant BVPIs	Quarterly	SMG
Progress report/HR Strategy review	Annually	Cabinet

Newcastle-under-Lyme Borough Council

Procurement Strategy

2003-2005

Procurement concerns the acquisition of all goods, works and services. It relates to all expenditure by the Council with the exception only of staff costs (i.e. salaries and wages).

Procurement encompasses every aspect of the purchasing process from determining the need for goods, works or services, to buying and delivery in order to help achieve an organisation's key objectives and outputs. Purchasing is central to the management of any operation.

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## 1. EXECUTIVE SUMMARY

1.1 The aim of this procurement strategy is to set a clear framework for procurement throughout the Authority, which reflects the Council's Corporate Plan, provides a framework for Best Value and which stands alongside the Council's Contract Standing Orders and new Constitution. It also sets out an action plan for achieving the corporate approach to procurement as set out within the strategy.

1.2 In considering the corporate objectives and values and the requirements of best value, the following procurement objectives have been set:

- To ensure that the procurement process is clear and focused in the first instance on achieving value for money.
- To ensure that the procurement options are chosen on the basis of the degree to which they fulfil the Council's corporate aims and objectives and those of specific services.
- Where appropriate, to seek out and develop new methods of service delivery in immature and emerging markets.
- To ensure that in choosing the best value procurement method, the process of balancing cost against community benefit is made in a transparent way and supported where appropriate with clear evidence.

1.3 To ensure that these policies are implemented, the following key actions will be pursued:

- *The procurement function within the Council will be significantly strengthened.*
- Current procurement skills will be identified and a strategy will be prepared to addressing any shortfall in skills requirements.
- The Council will draw up and publish its strategy for implementing its forward plan for service delivery. This will set out the Council's likely demand, in broad categories, for goods, works and services from outside suppliers in the medium term.
- There will be a review of how the Council's social, economic and environmental policies may be promoted by its procurement procedures. For example, by considering how local businesses can be 'encouraged' to establish new markets and the effects of procurement decisions on local and national/world environments (e.g. reducing waste, using environmentally friendly materials, energy efficiency).

- Political responsibility for procurement will be strengthened by exploring the means by which Council members may take more of a strategic role in securing quality outcomes from procurement decisions.
- The Council will take action to ensure that, when dealing with staff transfers, TUPE and workforce requirements continue where legally possible, to be fully adopted.

## 2. INTRODUCTION

### What is procurement?

- 2.1 Procurement is the whole process of obtaining supplies, services and construction works, spanning the life cycle of the asset or service contract. 'Life cycle' is defined as being from the initial concept and definition of the business need through to the end of the useful life of the asset or end of the service contract.
- 2.2 The term 'procurement' has a far broader meaning than that of purchasing, buying or commissioning. It is about securing services and products that best meet the needs of users and the local community in its widest sense. This strategy provides a common framework within which all procurements by the Council are to be managed.
- 2.3 The Council will apply the principles of best value to ensure value for money in its procurement of money supplies, services and construction works by:
- Adopting the life cycle approach to the assets or contract
  - Applying effective and up-to-date procurement procedures
  - Ensuring procurement helps deliver the Council's key corporate objectives.

### Background

- 2.4 In May, 2003 the Council began a review of its procurement practice and strategy for supplies and services and identified a number of areas where some arrangements need to be made to assist the Council to derive best value from its resources.
- 2.5 The key role that best value now plays in the delivery of local services means that procurement has increased in importance. As such, procurement is now everyone's concern. In recognising the increasing prominence of procurement, it is important to understand the role that procurement plays in various aspects of the Council's work and this has been reflected in the approach taken to this strategy.
- 2.6 Consequently, the Council is reviewing its procurement activities as the focus of excellence for procurement and the drive for mandating, modernising and monitoring procurement across the Council. This strategy sets out:

- *The priorities for procurement in 2003/04 in supporting the Council's strategic objectives.*
- *The principles which underpin procurement activity across the Council*
- *The nature of the Council's procurement activity*
- *Key targets for procurement, in the form of an action plan, in 2003/04.*

2.7 The purpose of this strategy is to communicate clearly to all stakeholders, operational managers, chief officers, professional advisors and suppliers in the private and voluntary sectors the Council's vision for the way forward in its procurement of services, supplies and works so that they may play a meaningful role in the implementation of that vision.

2.8 This procurement strategy will be available to all key stakeholders and suppliers in electronic or paper format. Comments and views are welcomed so that we can develop the strategy in future years.

2.9 The strategy itself is laid out in three chapters as follows:

- **Current arrangements** outlines how procurement is currently being managed within the Authority.
- **Procurement policy** sets out a procurement policy to guide the procurement strategy and the best value processes put in place to support it.
- **Priorities for further action and action plan** - to implement the procurement strategy throughout the Authority.

### 3. CURRENT ARRANGEMENTS

3.1 This part of the document explains:

- How procurement is currently organised at the Council.
- How much the Council spends on procurement.
- How it is spent.
- Who spends the money.

#### How Procurement is Currently Organised at the Council

- 3.2 Procurement of services, goods and assets are regulated by standing orders in relation to contract and by financial regulations. Within departments, these requirements have in some cases been embodied in office instructions and other procedure notes designed to provide guidance to staff who are involved in day-to-day procurement decisions.
- 3.3 In some Councils there is strong central control over the way contracts are procured and managed. Here, there is a decentralised and devolved structure, departments have freedom to act independently, although in the majority of cases there are lead departments responsible for securing significant items of a specialist nature on behalf of the Council (e.g. all information and communication equipment through Financial Services ICT Services).
- 3.4 Some examples of central purchasing and the relevant department are shown below.

Classification	<u>Lead Department/Services</u>
Property Management	Technical and Amenity
Recruitment Advertising	Personnel
Computer Supplies - Hardware and Software	Financial (ICT)
Insurance Services	Legal and Democratic
ICT Technical Support	Financial (ICT)
Legal Services	Legal and Democratic
Office Supplies	Legal and Democratic
Printing	Corporate
Grounds Maintenance	Technical and Amenity
Housing	Regeneration and Planning
Street Cleansing, Waste Management	Community

- 3.5 There is no training for procurement policy or strategy. The Council's Financial and Legal and Democratic Services provide training for standing orders in relation to contracts and financial regulations and also ongoing advice.

#### How Much the Council Spends on Procurement

- 3.6 In the past there has been limited corporate direction and co-ordination of procurement issues has been mainly through compliance with standing orders, financial regulations and budgetary control. As a result, it is not readily possible to precisely identify the nature and scope of the Council's purchasing activities and it is not clear exactly what major contracts are in place.
- 3.7 Review work has indicated that in 2002/03 the Council's total expenditure through accounts payable was £17.9m. This sum comprised of capital spending of £2.6m and revenue of £15.3.

#### How it is Spent

- 3.8 A broad analysis of the Council's accounts payable expenditure in 2002/03 on goods, works and services revealed that during the year the £17.9m was spent with approximately 1,900 suppliers, of that £14.2m was spent with 82 suppliers, the remaining £3.7m with 1,818 suppliers.
- 3.9 The present finance system provides details of the number of transactions, i.e. the codes payments are coded to, in a given year. It is not possible to retrieve the number of invoices paid in a given year.

A one off exercise of transactions gave the following information.

Value of Payment 2002/3	£m	Number of Transactions	% of Transactions
Under £1,000	2.1	14,730	88.2
£1,000 to £2,000	1.0	718	4.3
£2,000 to £5,000	2.0	636	3.8
£5,000 to £10,000	1.8	268	1.6
£10,000 to £20,000	2.4	168	1.0
£20,000 to £30,000	1.9	76	0.5
Over £30,000	6.7	105	0.6
<b>Total</b>	<b>17.9</b>	<b>16,701</b>	<b>100.0</b>

#### Who Spends the Money

- 3.10 Of the £14.2 m spent with 82 suppliers, (all amounts over £30,000) the following table demonstrates where the Council has freedom to procure:-

Procurement 2002/3 over £30,000	£m
Total spent with suppliers over £30,000	14.2
LESS	
No procurement options <i>e.g. grants, I.R, e.t.c</i>	7.4
Services no longer required <i>e.g. highways, e.t.c.</i>	1.2
Open to procurement options	5.6

3.11 Of the £5.6m paid to suppliers it was spent by the following services:-

Service procurement 2002/3	£m
Technical and Amenity	2.6
Financial (ICT)	1.1
Community	1.0
Legal and Democratic	0.6
Regeneration and Planning	0.2
Personnel	0.1
	5.6

3.12 In total it is estimated that no more than £9.3m (£5.6m+£3.7m) or less than £5.6m is spent per annum in areas where the Council is free to procure.

3.13 The Council also has a number of internal services that it procures:

Service costs in 2002/3	£m
Refuse collection	1.7
Street Cleansing	1.0
Grounds Maintenance	1.3
Leisure management	.92
Public buildings	.01
	4.93

Please note that the figures in this table also include a proportion of the spending analysed from external suppliers/ sub contractors in previous tables.

## 4. PROCUREMENT POLICY

### The Corporate Context

- 4.1 Procurement must be seen in the context of the Council's overall objectives. All too often the driving force has in the past been very focused on economy, e.g. under the previous Compulsory Competitive Tendering regime. Whilst this remains an essential ingredient of best value, it is also important that procurement decisions are taken in light of the broader objectives that the Council is seeking to achieve. It is inevitable that for a public body, effective procurement must be measured as much by the social outcomes and community benefits that result as by the financial gains. Balancing these two dimensions is at the heart of effective best value procurement.
- 4.2 To understand the community benefits the Council is seeking to achieve it is necessary to consider the Council's corporate vision, core values and overall objectives. These are set out in the Council's Corporate Plan 2003-2004 and are as follows:

### Council Mission

To lead the Borough by developing a fairer, safer, more prosperous and sustainable community.

### Core Values

- Provide services, which are **accessible** and appropriate to the needs of all irrespective of disability, racial, or ethnic background, religion or culture.
- Encourage "**best value**" in all our activities.
- Encourage **community involvement** in decision-making.
- Act in a fair, **open** and honest way in all our interactions.
- Recognise the importance of **partnerships** in achieving the aims of the community.
- Value the **contribution** made by staff to the achievement of our objectives.

### Council Objectives

- Reducing crime and the fear of crime.
- Increasing prosperity and economic vitality.
- Reducing inequalities and empowering disadvantaged communities.

- Improving the quality of life and health of residents.
- Improving the quality and sustainability of the environment.
- Improving housing quality and choice.
- Making the best use of the Council's resources and improving our efficiency.

## **Corporate Procurement Policy**

4.3 In support of best value and recognising the requirements of the above statements, the following policy has been developed:

### **Vision**

To obtain best value through planned and skilful procurement, in respect of all goods, works and services sought by the Council.

### **Procurement Principles**

Procurement principles have been established that aim to support the Council's core values and strategic objectives. These are summarised below:

#### **1. Management and Control of Contracts**

Arrangements shall ensure that all contracts are adequately managed and monitored with a view to achieving completion of service delivery on time, within budget, and in accordance with specification.

#### **2. Assessing and Minimising Risk**

The risks associated with all procurement shall be assessed and minimised accordingly.

#### **3. Qualified and Experienced Staff Resources**

Staff engaged in procurement and contract management shall be suitably qualified and trained for the purpose.

#### **4. Social, Economic and Environmental Wellbeing**

All major procurement shall recognise the impact on the social, economic and environmental wellbeing within the borough.

**5. Packaging of Major Projects**

All major procurement shall have due regard to the issue of sustainability and early decisions shall be taken to ensure that projects are packaged so as to encourage delivery in the most efficient manner and achieve what end users want and can afford.

**6. High Professional Standards and Best Practice**

All procurement procedures shall be operated in a professional manner and ensure the highest standards of transparency, probity and accountability.

**7. Continuous Improvement**

Where contracts are going to run for a number of years, the contract should be sufficiently flexible as to provide for continuous improvement throughout the period of the contract.

**8. Workforce Matters**

Any procurement that potentially involves the transfer of staff who are currently employed by the Council shall, as far as legally possible, fully protect the future terms and conditions of employment of such staff so that they continue to enjoy the good employment practices of the Council.

## The Relationship Between the Procurement Principles and the Core Value of the Council

Principles	Core Values					
	Accessible	Best Value	Community Involvement	Openness	Partnerships	Staff Contribution
1. Management and control of contracts		✓		✓	✓	
2. Assessing and minimising risk	✓	✓	✓	✓	✓	✓
3. Qualified and experienced staff resources		✓				✓
4. Social, economic and environmental wellbeing	✓	✓	✓		✓	
5. Packaging of major contracts	✓	✓	✓	✓	✓	
6. High professional standards and best practice	✓	✓	✓	✓	✓	✓
7. Continuous improvement		✓	✓	✓		
8. Workforce matters		✓		✓	✓	✓

### 5. PRIORITIES FOR FURTHER ACTION

5.1 This part of the document is concerned with the selection of priorities and the proposals for immediate actions. Immediate actions, in this context, means actions to be carried out by 31<sup>st</sup> March, 2004.

5.2 An overall general assessment of procurement and contract management at the Council is that the Council is good at major procurement and has embraced the concept of collaboration and partnership working. One advantage of devolved procurement is that procurement is driven by the needs of the service and this may be one reason why we are innovative in procurement and procurement practice. Some examples of innovation/successes are:

- (1) Savings realized on the purchasing of some utilities, mobile telephones and fuel through consortiums.
- (2) Keeping up to date with technology and new methods of working by tendering using an outcome basis i.e. telephone system, recycling.

- (3) Awarding and running of a major contract with D. Mawby for Highway Maintenance, that involved close partnership-working arrangements.
- (4) Negotiating reasonable insurance in a volatile market.

### **What are our strengths?**

5.3 The above provides examples of successes in terms of either particular contracts or contract processes in general. An analysis of how these successes were achieved has been undertaken in order to establish how we might learn from them to make improvements in other areas of procurement.

5.4 The following are some of the factors that contributed to the success stories:

- Members and staff generally have an open-minded solution based approach to the major procurement issues.
- Staff develop a wealth and breadth of experience, an awareness of market trends and are supported by advice from Legal and Internal Audit Services.
- There is a recognition of the need to constructively criticise developments in the procurement strategy,
- The present structure for procurement within the Council is decentralised but small and therefore manageable.
- Contracts tend to fall within budget and there is no track record of disputes from unsuccessful tenderers.
- Members and staff generally have an open mind to flexible and different procurement methods where it would be beneficial, e.g. strategic partnerships/ consortiums/ e-mail ordering, consultants
- The procurement function can respond to short time scales and provide flexibility in getting tenders out.
- The Council has a record of complying with the Council's Standing Orders and Financial Regulations.

## **5.5 Objectives that build on our strengths and address areas for improvement**

### **A Review the current standing orders and devise codes of practice for staff giving guidance in procurement issues**

Current standing orders need to be reviewed to reflect changes in procurement since their last revision. In support of standing orders codes of practice for staff involved in procurement need to be drafted, these should include templates, checklists, timetables, standard terms and condition, procedures for unanticipated contracts and points of contact for key officers.

### **B Devise a training programme that includes members, senior officers, contracting officers and contract managers.**

This training programme should include a module that explains how procurement links to the strategic objectives of the Council. It should also enhance understanding of how procurement and purchasing can be used to contribute to the Council's core values.

### **C Research e procurement and identify beneficial applications that the Council could use**

Consider the functions of the new AGRESSO financial system and the benefits to be obtained.

### **D Improve risk management in procurement and contract management by the introduction of guidance developed from work on the risk management strategy**

### **E Encourage more mentoring of procurement staff to ensure succession of skills and knowledge**

Plans required to be in place to cover absences of key officers.

### **F Develop a multidisciplinary team to monitor and review the procurement strategy and processes within the Council**

The team would monitor, review and plan for the tendering of major contracts and conduct post contract reviews. They would also report on performance against the strategy's action plan and any problems experienced.

### **G Develop sustainability and compliance to environmental policies procedures.**

There should be an emphasis on recycling

**H Review the select lists and the procedures for their set up.**

This should include looking at and evaluating the present insurance conditions and the use of such services i.e. construction line.

**I Review the management information available for procurement and refine to managers needs**

## **5.6 Priorities for further action**

5.7 Given the number of objectives outlined above that need reviewing it is important to prioritise them. The following priorities were awarded at a meeting of the Procurement Group on the 19<sup>th</sup> June, 2003.

### **To be completed by March 2004**

- 1 F; Develop a multidisciplinary team to monitor and review the procurement strategy and processes within the Council
- 2 A; Review the current standing orders and devise codes of practice for staff giving guidance in procurement issues
- 3 D; Improve risk management in procurement and contract management by the introduction of guidance developed from work on the risk management strategy
- 4 G; Develop sustainability and compliance to environmental policies procedures.
- 5 C; Research e procurement and identify beneficial applications that the Council could use.
- 6 H; Review the select lists and the procedures for their set up.

### **To be completed after March 2004**

- 7 E; Encourage more mentoring of procurement staff to ensure succession of skills and knowledge
- 8 I; Review the management information available for procurement and refine to managers needs
- 9 B; Devise a training programme that includes members, senior officers, contracting officers and contract managers.

## **6.0 Reporting arrangements**

- 6.1 The procurement strategy and monitoring of its action plan shall be reported to the Corporate Management Team and the Performance Management Cabinet annually and the policy reviewed by the Procurement Group annually.

## 7.0 ACTION PLAN

	<b>ACTION</b>	<b>Department involved</b>	<b>Lead officer</b>	<b>Review dates</b>
1	F; Develop a multidisciplinary team to monitor and review the procurement strategy and processes within the Council	COMT	HFS	July 2003
2	A; Review the current standing orders and devise codes of practice for staff giving guidance in procurement issues	FS, L&DS	HFS	March 2004
3	D; Improve risk management in procurement and contract management by the introduction of guidance developed from work on the risk management strategy	Risk Management WG	HLS	March 2004
4	G; Develop sustainability and compliance to environmental policies procedures.	Community Services LA21	Head of Community Services	March 2004
5	C; Research e procurement and identify beneficial applications that the Council could use.	ICTWG	HFS	March 2004
6	E; Encourage more mentoring of procurement staff to ensure succession of skills and knowledge	Chair of procurement group	COMT	Ongoing
7	I; Review the management information available for procurement and refine to managers needs	Chair of procurement group	COMT	March 2005
8	H; Review (i) the select lists and (ii) the procedures for their set up.	Chair of procurement group	COMT	March 2005
9	B; Devise a training programme that includes members, senior officers, contracting officers and contract managers.	Chair of procurement group	COMT/ HPS	March 2005

# Newcastle-under-Lyme Borough Council

## Procurement Principles

All major procurement should seek to accommodate the core values of the Council (quality, accessibility, fairness and sustainability), be administered to ensure adherence to relevant UK and EC legislation, and ultimately provide best value for money. Major Procurement is procurement above the level set in financial regulations and standing orders, above which standing orders in relation to contracts apply. To achieve this, procurement at the Council should be managed in accordance with the following principles:

### **1. Management and Control of Contracts**

Arrangements shall ensure that all contracts are adequately managed and monitored with a view to achieving completion of service delivery on time, within budget, and in accordance with the specification.

- 1.1 All major procurements should be adequately planned and due consideration given to the resources required to achieve completion within the desired timescale. A procurement plan shall be prepared for each project at the outset. The plan should indicate the timetable for key stages (e.g. budgetary approval), the resources that are required (e.g. staff time, consultants and funds), and the proposed management and monitoring arrangements. A project manager should be allocated.
- 1.2 Project managers should ensure that effective lines of communication are established at the outset, and are maintained throughout the contract process, to ensure an adequate and regular dialogue between the client representative, stakeholders, and the service provider. This should include regular progress meetings with contractors at which method statements, health and safety and the time, cost, and quality of work are constant agenda items. It is likely that the project manager and owner are the same person, this post is referred to as the buyer/owner.
- 1.3 An officer (owner/buyer, see 6.1) should be designated at the outset for each contract with the responsibility, and sufficient authority, for ensuring that the contract is adequately managed and monitored and that service delivery adheres to all relevant current legislation and health and safety requirements. Where appropriate, this person should be involved in the pre-contract process of tender development (e.g. preparation of specification).
- 1.4 Effective and efficient methods of contract monitoring and reporting shall be established throughout the contract. Such methods should include

monitoring of programme, costs and service delivery against specification, and shall be proportionate to the cost and risks involved.

## **2. Assessing and Minimising Risk**

The risk associated with all procurement shall be assessed and minimised accordingly.

- 2.1 When planning a procurement, consideration should be given to what can go wrong, how likely this is, and the likely consequences assessed accordingly.
- 2.2 Procedures established for letting and managing major contracts should be appropriate to the risks that have been identified. In particular, procedures should not be over-bureaucratic and should satisfy the three Es - economy, efficiency and effectiveness.
- 2.3 All identified risks should be managed and allocated to parties so as to minimise the potential consequences. As a general rule, risks should sit with those most able to manage them.

## **3. Qualified and Experienced Staff Resources**

Staff engaged in procurement and contract management shall be suitably qualified and trained for the purposes.

- 3.1 When buyers/owners are arranging procurement they should have the capability themselves, through qualification, experience and/or knowledge, or have access to suitably trained and informed staff, to be able to arrange the procurement in a satisfactory manner.
- 3.2 Buyers/owners managing major contracts shall have the capability themselves, through qualification, experience and/or knowledge, or have access to technical expertise, to be able to ensure the sound management and monitoring of contracts.

## **4. Social, Economic and Environmental Wellbeing**

All major procurement shall recognise the impact on the social, economic and environmental wellbeing within the Borough.

- 4.1 Wherever possible, consideration shall be given to carrying out procurements in such a way as to maximise the benefit to the local economy.
- 4.2 Procurement shall be arranged in such a way that it encourages a range of providers. These should be capable of meeting the current and future needs of the Council while still providing value for money.

## **5. Packaging of Major Projects**

All major procurement shall have due regard to the issue of sustainability and early decisions shall be taken to ensure that projects are packaged so as to encourage delivery in the most efficient manner and achieve what end users want and can afford.

- 5.1 The environmental policies of the Council should be considered and, where applicable, adequately addressed when writing specifications, evaluating tenders and throughout the delivery of the contract.
- 5.2 Specifications of service/work requirements should focus on service delivery and, wherever possible, clearly define the goals or outcomes required. When planning procurement, due consideration should be given to accommodating innovation and flexibility within the subsequent contractual arrangements.
- 5.3 Where a mixture of quality/price is used in evaluation, robust quality/price tender evaluation models should be prepared that sufficiently reflect the level of quality that can be afforded. When preparing quality/price evaluation models, consideration should be given to the costs that are expected to be incurred throughout the entire life of the project (i.e. whole-life costing).
- 5.4 Wherever appropriate, consideration should be given to establishing longer-term arrangements, such as using framework agreements or entering into partnerships with other organisations. These organisations should be given an early opportunity to submit their proposals for adding value to the project by using the initiatives and resources at their disposal for new methods of service delivery.

## **6. High Professional Standards and Best Practice**

All procurement procedures shall be operated in a professional manner and ensure the highest standards of transparency, probity and accountability.

- 6.1 A buyer/owner should be appointed for each project or program at the outset with the responsibility for ensuring the professionalism and integrity of all procurement procedures.
- 6.2 All procedures shall be operated in accordance with the Council's contract standing orders, codes of practice, best practice and standards set by relevant professional organisations.
- 6.3 Electronic procurement arrangements should be used where approved.

- 6.4 Wherever possible, model or standard terms and conditions of contract should be used that have been evaluated by legal officers as being satisfactory for use by the Council.
- 6.5 All procedures shall be auditable and be able to demonstrate sufficient probity and accountability for all decision-making processes.

## **7. Continuous Improvement**

Where contracts are going to run for a number of years, the contract should be sufficiently flexible to provide for continuous improvement throughout the period of the contract.

- 7.1 Terms of contracts should include mechanisms for measuring the extent to which performance has achieved the specified goals or outcomes and, wherever possible, require service providers to seek to improve on the specified goals and outcomes accordingly. Contracts should incorporate the concepts of Best Value.
- 7.2 Contract monitoring procedures shall provide for sufficient review of performance and for feedback to other and subsequent procurement exercises. Such reviews should highlight lessons to be learned (e.g. to repeat what went well and avoid what went wrong) and consider how innovation and new technology can assist future contracts.
- 7.3 Consideration shall be given in a regular and timely manner to how new technology may improve efficiency. The potential gains in efficiency (e.g. reductions in time and cost, for Council staff, consultants and contractors) shall be evaluated, together with any associated risks.

## **8. Workforce Matters**

Any procurement that potentially involves the transfer of staff who are currently employed by the Council shall, as far as legally possible, fully protect the future terms and conditions of employment of such staff in order that they continue to enjoy the good employment practices of the Council.

- 8.1 For any procurement exercise that involves the transfer of staff to another public or private body, the principles set out in the Cabinet Office's *Staff Transfers in the Public Sector: Statement of Practice*, including Annex A (*A Fair Deal for Staff Pensions*), will be applied.
- 8.2 Procurement exercises will take into account any code of practice issued by the Government relating to the handling of workforce matters in local authority service contracts.

8.3 Service providers will be required to demonstrate their support for the above principles and their willingness to work fully with the Council to implement them.

## **THE FUTURE OF BURIAL AND CREMATION PROVISION IN NEWCASTLE-UNDER-LYME**

### **Purpose**

To review the existing provision and capacity to meet the demand for burial and cremation in the future.

To consider the options available and subsequent implications of future provision.

To consider the financial implications of the various options available.

To agree a policy of strategic provision for the next 100 years.

### **Introduction**

#### **Historical Context**

For many centuries the burial of the dead was primarily a matter for the church, but as many churchyard burial grounds eventually became full, special provision was made for the purpose of providing additional facilities. In more recent times, following a raft of acts of parliament the provision of cemetery services and their management on a day to day basis is chiefly a matter for local authorities, although there are a small number in private ownership. Central government responsibility to burial and cremation is shared between the Home Office and the Department of the Environment, Transport and the Regions.

The growth of cremation in the UK has been witnessed over the last 100 years has meant that cemeteries have continued to be available to the diminishing number of people who wish to use them.

Despite the growth in popularity of cremation, there is a nationwide recognition that burial space is running out. From the 1820's, massive population expansion in urban areas such as Newcastle under Lyme placed existing burial sites under pressure. New cemeteries were located, often on the outskirts of a town as it was felt this gave the space to offer undisturbed perpetual burial, most attractive to the developing society that was placing more importance on the ability to grieve at the graveside. However, some century or more since Newcastle Cemetery was made available, space is now running out.

#### **Legislative Context**

The Borough Council is a Statutory Burial Authority, and as such has a wide range of duties and powers. Statutory burial authorities are regulated by the Local Authority Cemeteries Order of 1977 (LACO) and the Local Government Act of 1972, although some 19<sup>th</sup> Century legislation still applies. Churchyards are still governed by ecclesiastical law. Private sector cemeteries are governed either according to the specified Acts of Parliament setting up the company, or by the Church Clauses Act of 1847.

The Borough Council has a responsibility to manage and maintain Closed Churchyards following an order in Council where the Burial Act 1853 transfers responsibility to the local authority.

The powers and duties of the Borough Council in relation to cremation are governed by the Cremation Act 1902 and Cremation Regulation 1930. This Act and Regulation relate to provision of Crematoria, management, condition and registration of cremations.

Whilst there are a number of other Acts relating to National Assistance Funerals, Medical Referees, control of disease and war memorials, the main duty of the Council, as a Statutory Burial Authority is to ensure at all times the disposal of the dead will be carried out in accordance with the requirements of the various Regulations.

## **Background**

### **Existing Provision and Capacity**

#### **Crematoria**

There is one Crematorium situated within the Borough. Bradwell Crematorium was opened in 1965 and is managed by the Council's Bereavement Service.

To date some 44,250 cremations have taken place. Annually around 1,400 cremations are carried out. At full capacity the Crematorium could carry out 2,500 cremations per year and, therefore, there are no capacity problems in this respect. In addition, the grounds are able to accommodate an estimated 70 years of cremated remains disposals based on the current trend. There is an identified area for additional cremated remains burials adjacent to the existing site, which could accommodate a further 30 years burials. There is also a large area of open space adjacent to the existing site part of which could be considered for use in the future.

#### **Borough Run Cemeteries**

There are 6 open Cemeteries within the Borough managed by the Council's Bereavement Service as follows:

**Newcastle Cemetery** – opened 1866, size 33 acres.

This is the principal Cemetery within the Borough. It is estimated that new grave space will be exhausted by the end of 2008 leaving 6 years of capacity at present.\* This capacity could be further increased by allowing burials around the periphery of the Cemetery. This would inevitably involve clearance of existing woodland shelterbelts and burials on steeply sloping stony ground. Access to these areas is an issue, as would be the cost of ground preparation. The Cemetery also has cremated remains graves space.

There is limited scope to extend the Cemetery, although an area of the Three Parks abuts the Cemetery at its southern tip. This area is generally wooded and would require at least part clearance to accommodate burials. If this area was brought into use it could accommodate an additional 'X' years burials for the Cemetery.

**Silverdale Cemetery** – opened 1886, size 7.8 acres.

This local Cemetery has new grave space capacity within its existing boundaries for another 60 years up until year 2062. The Cemetery also has cremated remains graves space.

There is limited scope to extend the Cemetery as the open land adjacent, which forms part of the Race Course open space is traditionally wet and is likely to be unsuitable for burials.

**Knutton Cemetery** – opened 1888, size 1.2 acres.

This local Cemetery has new grave space capacity within its existing boundaries for another 88 years, up until 2090. The Cemetery also has cremated remains graves space.

There is limited scope to extend the Cemetery, as the open land at the bottom of the site is traditionally wet and occasionally floods when the Lyme Brook surcharges.

**Madeley Cemetery** – opened 1996, size 2 acres.

This is the most recently opened local Cemetery and has approximate new grave space capacity within its boundaries for another 198 years, up to 2200. The Cemetery also has cremated remains graves space.

There is scope to extend the Cemetery subject to land, currently farmland adjacent to the site, being acquired.

**Kidsgrove Cemetery** – opened 1851, size 1.5 acres.

This local Cemetery has exhausted the available space for new burials. Only re-opened graves and cremated remains graves are available.

There is no scope to extend the Cemetery as the surrounding land is either built on or unsuitable for burials.

**Chesterton Cemetery** – opened 1915, size 1.2 acres.

This local Cemetery has exhausted the available space for new burials. Only re-opened graves and cremated remains graves are available.

There may be limited scope to extend the Cemetery beyond its existing boundary onto land immediately adjacent. This area currently forms a small allotment site, which is fully tenanted by 4 plotters. If used for burial purposes it is estimated that in the region of 6 years burial demand in Chesterton could be accommodated.

\*All dates for when new burial land will be exhausted are estimated on the assumptions of the current take up rate per year. It is also assumed that it would be necessary to restrict pre-purchase of plots.

### Closed Churchyards

Where a Church of England churchyard is closed to further burials (usually when no new burial space is available) in accordance with an Order in Council under the Burial Act 1853, responsibility for maintenance may, at the request of the Church, be transferred to the

relevant local authority. The transfer is compulsory, not dependent on the condition of the Churchyard in question, and not dependent on the local authority's ability to meet the additional maintenance costs. In addition, the Church retains significant control over the management of the site (although the exact nature of that control is under current legislation unclear). Many local authorities are concerned with this obligation, particularly the difficulty of making proper budgetary provision.

The Borough Council is presently responsible for the maintenance of 12 Closed Churchyards, with a further 3 in the stages of being closed and passed to the Council. This number is most likely to increase incrementally over the next 10 years. Responsibility for re-opened burials and cremated remains graves where such are provided in a Closed Churchyard, is the responsibility of the Church. The following list indicates whether cremated remains graves are available at present.

Site/Address:	Cremated Remains Graves:	
St. Giles, Church Street, Newcastle	X	
St George's, Ryecroft, Newcastle	X	
St Lukes, Vale Street, Silverdale	X	
Holy Trinity, High Street, Chesterton	X	
St Thomas, Liverpool Road, Kidsgrove	X	
St Andrews, Porthill Bank, Porthill	X	
St Mary's, Mucklestone	√	
All Saints, Madeley, Nr. Crewe	X	
St James, Church Street, Audley	√	approx. 30 CRG spaces
St Margaret's, Church Lane, Wolstanton (Part of)	X	
St. James, High Street, Newchapel	X	
St Martins, Talke	√	1 CRG Space only
Manor Road, Madeley	} in process of transfer to Borough Council	
St Johns, Alsagers Bank		X
St Thomas, Mow Cop		√

#### Churchyards Open for Burial

There are 8 Churchyards within the Borough that have burial space available for parishioners of that particular ecclesiastical Parish only, as follows:

**St Margaret's, Wolstanton** – additional burial space has recently been made available and the Church estimates that there are 780 new spaces available, which would accommodate burials up to 2080 and 430 cremated remains graves.

**St Johns, Keele** – The Church estimates that there are 100 new spaces available for burials, which would accommodate burials up to 2020.

**St John the Baptist, Ashley** - The Church estimates that there are 10 new spaces available for burials, and unlimited cremated remains graves for the foreseeable future. Additional land to accommodate a further 20 years burials is available.

**St Lawrence, Chapel Chorlton** - The Church estimates that the churchyard is almost full and are investigating possible grave re-use.

**St Peter's, Maer** - The Church estimates that the churchyard is almost full and are investigating possible grave re-use.

**St Margaret's, Betley** - The Church estimates that there are 700 new spaces available for burials, which would accommodate burials up to 2100, and 350 cremated remains graves, which would accommodate up to 2070.

**St Mary's, Mucklestone** – The Church estimates that there are only 5 new spaces available. Negotiations with a local farmer may make further land available.

**St Mary & All Saints, Whitmore** – The Church is almost full and is investigating possible grave re-use.

#### Private Cemeteries

Two Private Cemeteries currently operate in the Borough, these are

**Jewish Burial Ground, Newcastle** – The Cemetery has approximately 100 new grave spaces available, which would accommodate burials up to 2060-2070.

**Gods Acre Methodist Burial Ground, Bignall End** – No information currently available.

#### Neighbouring Local Authorities

In order to gain a wider picture of the issue in the areas surrounding Newcastle, neighbouring authorities have provided information with regard to their general burial space position.

#### Staffordshire Moorlands

There are currently approximately 219 new burial spaces and 212 cremated remains spaces in the Council's Cemetery. A new Cemetery has been given planning permission and is planned to be available for use in 2004, providing 2240 full grave spaces.

#### Stafford

There are currently approximately 4500 new burial spaces and 2500 cremated remains spaces in the Council's burial areas, which it is estimated will provide for approximately 30 years of demand.

#### Stoke-on-Trent

There are currently 15,100 new burial spaces in the Council's burial areas, with the possibility of further areas possibly available. It is estimated that the life of the 9 Cemeteries in the City range from 2-20 years.

### **Crewe & Nantwich**

No information supplied to date.

### **Shropshire**

There are currently approximately 900 new burial spaces and 200 cremated remains spaces in the Market Drayton Cemetery. It is estimated that these will provide for approximately 20 years. The Drayton in Hales Burial Joint Committee have recently purchased additional land to provide an additional 400 spaces.

### **Local and National Context**

#### **Environment, Transport and Regional Affairs Select Committee – Eighth Report: Cemeteries**

The Cemeteries Report was published in 2001, followed the same year by the Government reply to the eighth report.

On the issue of burial space shortage, the Select Committee noted that during their enquiries, the Government stated that the provision of burial land was “a matter for local and commercial decisions in the light of demand”. The report goes on to state 3 main reasons why lack of burial space gives cause for concern.

“as space in cemeteries runs out, it becomes more and more difficult to ensure that the bereaved have the widest possible choice of decent, affordable options for disposal of the dead”

“as pressure on space is leading many cemetery managers to eke out provision by ‘claiming’ evident in a great many cemeteries.

“Cemeteries and ‘Closed Churchyards’ with little or no space left for burial, can become a substantial burden on local communities.

The Select Committee made the following recommendation:

*‘Research on the provision of burial space nationwide is urgently required. The research on cemeteries which we have above recommended take place should address this requirement.’*

The Government reply states

‘The Government notes that much work has been undertaken to identify available burial space within London, but that this is still subject to qualification. A national survey may well prove equally as difficult, and possibly inconclusive. This is not to detract from the need to undertake such a survey, but the London experience suggests that the results may need to be treated with caution’.

The Government reply on Cemeteries concludes:

The Select Committee report has raised important issues regarding the values which society attaches to cemeteries, both as worthy last resting places for the deceased, and as environmental, historical and cultural amenities for the local community. There are inevitably tensions between the two requirements as there are with other competing demands on the use of land for a wide range of other purposes. These tensions need to be managed, and resolved.

*In order to tackle these issues, the Government has decided to take the following steps:*

*To set up an advisory group of appropriate organisations to provide advice and guidance on the wide range of issues affecting cemeteries and cemetery management.*

*To undertake a survey of burial grounds.*

*To carry out research into the management of burial grounds, including training, planning and maintenance standards.*

*To consult widely on reform of burial legislation, including the case for the re-use of old graves.*

*These initiatives will be commenced this year. Further action will be considered in the course of 2002, having regard to progress and the emerging results of the initial tranche of work.*

#### Institute of Burial and Cremation Authorities (IBCA) - Charter for the Bereaved

The IBCA has produced a 'Charter for the Bereaved'. The Charter sets out basic and enhanced standards connected with bereavement services and also contains objectives for burial service, provision, and helps local authorities to set priorities for future development.

This Council is to consider the use of the Charter as a tool for proving continuous improvement and service excellence as part of the Bereavement Service Best Value Review Improvement Plan early in 2003 (improvement p.2).

The House of Commons Select Committee recommended in their report that local authorities conduct their Best Value reviews of Cemetery Services with reference to the IBCA Charter for the Bereaved, and that they aim to meet the standards of service set out in that document. The Government response backs the Charter as useful in setting service standards.

The Charter identifies 33 Rights, which include the following in relation to burial, cremation and choices:

Right 1 – Burial Procedure: 'to have a burial organised and conducted in a dignified and orderly manner....'

Right 3 – Grave Choice: 'to purchase a private grave for a period not exceeding 100 years'.

Right 8 – Baby and Infant Graves: 'to be offered an individual grave for a baby or infant'.

Right 9 – Baby and Infant Graves: 'to be able to purchase an adult grave for the burial of a baby or infant, with sufficient depth remaining to allow adult burials'.

Right 11 – ‘to organise and conduct a cremation in a dignified and orderly manner...’

Bereavement Services Best Value Review -

The review, carried out between March and December 2001, included detailed consultation with both users and potential service users in the form of targeted questionnaires to previous users and the people’s panel.

In relation to the issue of availability and location of burial and cremation services, the following responses were made:

User Survey

\*Over 75% of respondents chose to use Newcastle’s Bereavement Services due to proximity and local identity.

\*90% of visitors travelled to the facilities by car.

\*48% of respondents would be interested in woodland burials.

Peoples Panel Survey

The Panel was asked what services they would expect to be available should they wish to use the service in the future:

Responses

A central cemetery supported by a number of local cemeteries.  
 One central cemetery for the Borough  
 A local crematorium  
 The choice of whether to opt for a full coffin burial or cremation  
 Sensitive and impartial advice to bereaved families from the staff  
 A range of reasonably priced memorialisation options  
 The option of woodland or ‘green’ burial  
 A safe, well maintained and attractive Cemetery and Crematorium  
 The safety of memorials to be regularly monitored  
 The Council to ensure high standards of memorial fixing and materials, backed by a stone masons guarantee  
 Facilities for research of family history  
 Useful but sensitive information material

YES	NO	DON'T KNOW
70%	12%	18%
29%	51%	20%
92%	4%	4%
95%	2%	3%
90%	3%	7%
87%	3%	9%
78%	8%	14%
99%	0%	1%
94%	1%	5%
88%	4%	8%
72%	18%	18%
85%	9%	9%

The Needs of the Bereaved – Current Trends

National Trends

Over the last Century, the promotion of Cremation has resulted in a growth of Cremation as an option to the bereaved. This has had the effect of slowing the uptake of full burial spaces, making existing Cemetery space available longer for the diminishing number of people who wish to use them.

Current national trends indicate a levelling-out of Cremation rates in recent years at around 72%. It is widely considered that this ratio will not significantly increase in the future as it tapered off to its current level towards the end of the 20<sup>th</sup> Century and, despite promotion of Cremation continuing until the present, the Cremation rate remains at around 72%.

It seems likely that there will always be a significant minority who will wish to be buried, and it is considered inappropriate to pressure the bereaved into Cremation instead of burial and in doing so deny them the choice to which they should be entitled.

### Local Trends

Locally, the number of Cremations has not changed significantly over the last 10 years. There was a 1% decrease in the number of Cremations from the first half of the last 10 years to the second.

Most change can be seen within the burial figures, as there has been an 18% decrease in the number of full coffin burials from the first half of the last 10 years to the second. However, over the same period the number of Cremated Remains Graves has risen by 40%. These figures combine to show a small decrease in burials overall by 5% from the first half to the second half of the last 10 years.

Locally it is difficult to determine the precise burial to Cremation ratio as a number of other factors influence this calculation. Firstly, an estimated 25% of Cremations are where the deceased was not resident in the Borough at the time of death, whereas an estimated 10% of burials fall into this category. Secondly, burials are carried out (both full coffin and cremated remains) in the private Cemeteries, working Churchyards and Closed Churchyards. It is estimated however that the ratio of Cremations to burials for the Borough residents is around \*75:25, which is close to the national ratio of 72:28.

\*This figure is based on an average number of = 1450 cremations less 25%, average number of burials in Borough cemeteries = 280, estimated number of burials in private cemeteries, churchyards and closed churchyards = 100.

The local trend for number of deaths per year within the Borough is fairly constant at around 10.7/1000 population per year. This compares with a national death rate of 10.15/1000 for England and Wales (source: National Statistics Database).

### Issues

#### Future Requirements

#### Existing commitments and investigations

Audley – The Council has previously resolved to provide additional burial land in Audley subject to suitable land being identified. A site, which it was hoped would be suitable, off

Boyles Hall Road, turned out to be unsuitable due to ground water. The Cabinet subsequently resolved not to proceed with the purchase of the site and continue to search for an alternative site in Audley and surrounding area. A separate report on this issue will be presented to Cabinet in the near future when the outcome of the investigations are known.

Chesterton – A search of land in and around Chesterton has been carried out, to determine what land is available for burials. To date it has not been possible to identify suitable land due mainly to the previous uses of what open land there is in the area.

Kidsgrove – Extensive research and investigations have been carried out in the Kidsgrove area for additional burial land. In total, 22 separate sites were investigated between 1988 and 1990. All of the sites were eventually discounted as potential burial land due mainly to reasons of past mining activity, gradients, access or size. As this exhausted all the known sites available no further action was taken and the situation remains unchanged.

#### Short Term: present to 10 years ahead

**Cremation** – Bradwell Crematorium has capacity to meet predicted demand for cremation and disposal of cremated remains throughout this period.

**Burial (Cremated Remains Graves)** – Cremated remains graves will be available throughout this period in Newcastle Cemetery, Silverdale Cemetery, Madeley Cemetery, Knutton Cemetery, Bradwell Crematorium, 4 Closed Churchyards and 3 Open Churchyards.

**Burial (full coffin)** – 6 years into this period, spaces on the land currently available in Newcastle Cemetery will have been used up. Unless the undesirable land around the edges of the Cemetery has been prepared for use, there will be no new available spaces.

New spaces will, by the end of 2012, still be available at Silverdale Cemetery, Knutton Cemetery and Madeley Cemetery. Four local Churchyards hope to still have space for parishioners of that particular area.

Summary of Short Term – Cremation is well provided for, however towards the end of the 10-year period, opportunity for full coffin burial in Borough managed Cemeteries will be restricted to Knutton, Silverdale and Madeley Cemeteries. This would accelerate the usage of space in these Cemeteries and would bring forward the expected capacity dates as a consequence. Replacement burial land is, therefore, required in the later stages of this period.

#### Medium Term: 11 to 50 years ahead

**Cremation** – Bradwell Crematorium has capacity to meet predicted demand for Cremation and disposal of cremated remains through out this period.

**Burial (Cremated Remains Graves)** – Cremated Remains graves will be available throughout this period in Bradwell Crematorium, Silverdale, Knutton and Madeley Cemeteries, and may be available in Newcastle Cemetery if small areas of land can be utilised in the existing grounds. Three Open Churchyards could accommodate local demand for this period.

**Burial (full Coffin)** – No space will be available at Newcastle Cemetery and Silverdale Cemetery will reach capacity at the end of this period. Spaces will be available throughout at Knutton and Madeley Cemeteries.

Space in Open Churchyards will be available to local people in 2 or 3 areas for this period.

Summary of Medium Term – Cremation is still well provided for, however without additional burial land opportunity for full coffin burials in Borough managed Cemeteries will be restricted to Silverdale (although may become full towards end of this period). Knutton and Madeley – opportunity for local burial in Open Churchyards will be further restricted to 2 or 3 areas. Replacement burial land is therefore required from the start of this period.

#### Long Term: 51 to 100 years ahead

**Cremation** – Bradwell Crematorium has capacity on adjoining land identified as potential burial land to meet predicted demand up to the end of this period. This land would require preparation at approximately the 65 years ahead period.

**Burial (Cremated Remains Graves)** – Cremated remains graves would be available at Bradwell Crematorium, Madeley Cemetery and for most of the period at Knutton Cemetery. Two Open Churchyards could accommodate local demand for most of this period.

**Burial (full coffin)** – no space will be available at the existing Newcastle Cemetery, Silverdale Cemetery and Knutton Cemetery will reach capacity towards the latter part of this period. Only Madeley Cemetery may have space available.

Space in Open Churchyards will be available to local people in 1 or 2 areas for this period.

Summary of long term – Cremation will still be provided for through use of adjoining additional land at Bradwell Crematorium. However, without additional burial land opportunity for full coffin burials will be almost non-existent, with only Madeley Cemetery being able to accommodate burials during this period. It should also be reinforced that as existing cemeteries become full, this places additional burden on remaining sites over and above the predicted demand at present. This could significantly alter the dates at which cemeteries become full over this period of time.

Replacement burial land is therefore required in order to continue to provide a burial service to the community.

#### Area required to meet future requirements

Calculations have been made on the amount of burial space that would be required to meet demand over a 100-year period. Whether this land is provided on one site, or a number of sites, is at this stage not considered as this is discussed in a later section of this report.

On the assumption that:

Population average:	122,000
Mortality rate:	11.2/1000/year
*% Cremated	75%
No. of burials/acre	900

Accommodated land	+20% (roads, paths, planting etc.)
Period to cater for	100 years

the area of required land is in the region of 45 acres. Whilst clearly not all this area will be required immediately, land will be required incrementally over the 100 year period starting in 2008 using the projected capacity date of Newcastle Cemetery as a target.

\*It is estimated that 25% of the overall deaths each year result in full coffin burials. These burials are split between Borough cemeteries and churchyards where space remains. For the purposes of this calculation it will be assumed that as most churchyards become full, most burials would be in Borough burial land. Therefore a 75:25% split is applied.

Taking a long term, low risk view, the total required areas of land suitable for burials should be secured at the start of the medium term period, which allows for incremental development and usage if needs be.

### Interment Options Available to the Bereaved

**Full Coffin Burial** – In Cemeteries where space is available, graves can be purchased either prior to, or following a bereavement. A single grave can accommodate up to 2 adults (and one child if the child is the first buried). The purchase of the grave includes a right of burial for a period of 50 years after which time the ownership reverts back to the Council.

**Cremated Remains** – There are a number of options open to bereaved families following a Cremation:

4.2.2.1 - **Cremated Remains Grave** – available in Cemeteries, Crematorium, some Churchyards and Closed Churchyards. With this option, a small memorial is erected, and up to 4 interments in biodegradable containers can be accommodated.

4.2.2.2 - **Removal of Cremated Remains** – Bereaved families may take remains away following a Cremation for interment elsewhere or strewing.

4.2.2.3 - **Crematorium Gardens Lawn Area** – Cremated remains can be interred into the soil within the lawn area. There is no memorial or marker left with this option.

4.2.2.4 - **Crematorium Monthly Gardens** – Cremated remains can be interred into the soil within a garden of choice befitting the wishes of the bereaved. The triple award winning gardens are designed to offer the option of interment within a seasonally changing garden setting.

### Green Burial and Cremation

#### Green Burial

The term 'green burial' or 'woodland burial' is used to describe a burial option, which is different from the traditional Cemetery setting and custom. Woodland graves can offer an alternative, 'natural' form of burial within a specifically provided new woodland area, which will develop into a native woodland with a sense of continuity. The bereaved are offered a living alternative to a conventional headstone where a young tree is planted at the head of each grave. Burials use wherever possible biodegradable materials often either wicker or

cardboard coffins and natural fibre shrouds. Graves are shallower than traditional graves and are usually single-depth. Cremated remains can also be buried or scattered over a specially provided tree planted area.

The woodland burial area works in a similar way to its traditional counterpart in that a right of burial, supported by a deed is purchased as required or in advance.

The woodland burial area is dissimilar from the traditional Cemetery in that it is managed for the benefit of wildlife, entailing less regular grass cutting and encouragement of wild flowers resulting in an informal natural appearance as distinct from the regular formality of traditional Cemeteries.

One of the first areas in this Country to be available for woodland burial was Carlisle Cemetery in 1995. The demand for woodland burials exceeded expectations, and by the fourth year 35% of burials (65 out of an annual total of 200) at the Cemetery were in the woodland rather than in the more conventional open area. The woodland has developed spiritual significance and this is increasingly reflected within the funeral services.

Consultation was carried out with both service users and the Peoples Panel during the Bereavement Service, Best Value Review. The results were as follows:

48% of Service Users said that if a woodland burial area were available, they or a member of their family would be a potential user of such an area.

78% of the Peoples Panel said that they would expect a woodland burial facility to be available if they were to use the service in the future.

Due to the already restricted availability of land within the existing Cemeteries, it is not currently possible to provide a woodland burial area. However, it is considered that there would be sufficient demand to extend the range of options available to bereaved families to include woodland burial areas as part of any new burial facilities that are provided by the Council in the future, and that such areas should be integrated into the design of any such new facility.

### Green Cremation

The term 'green cremation' relates primarily to the availability of choice to bereaved families who may prefer an alternative to the traditional coffin within which the bereaved are cremated. This option is currently available through funeral directors, and coffins made from materials such as wicker, bamboo and cardboard can be accommodated at Bradwell Crematorium.

This option of Cremation reduces the polluting emissions that, although are reduced and controlled by the Cremators at present, to a lower level still.

### Land and Planning Implications

#### Land Use

The use of land for formal burial purposes has been common place over the last three centuries within and on the outskirts of urban settlements, and in association with parish churches in the rural areas. Land previously not used for burial purposes requires the

benefit of a planning approval for a change of use to burial land. Green belt land use for burials can be permitted as such use is considered an acceptable use of land in these areas.

Once land has been set out and used for burial purposes there is little prospect of this use changing in the long term due to the legislation, customs and practice of society in relation to death and mourning the bereaved.

The development of new burial areas are sensitive from the perspective of surrounding land use, and more particularly residential areas. Having said this, there are of course many cemeteries, burial grounds and churchyards in close proximity to residential property the length and breadth of the country.

Both the Adopted Newcastle under Lyme Local Plan and the Newcastle Local Plan 2011 Consultation Report makes provision for replacement burial land within the Borough. Policy C4 of the existing plan contains the proposal to use an area of 1.5 hectares adjoining Chatterley Drive (and the Crematorium) for burial ground and recognises the need to identify a large long term burial ground. The new Local Plan maintains policy C4 (now C18), and recognises the requirement for a large burial site capable of accommodating 100 years worth of burial space.

#### Environmental Considerations

The development of the land for burial purposes involves a wide range of issues such as location, access, planning, resources and availability. There is one further issue that merits particular note. The question of land suitability in respect of environmental concerns is one that has been raised in the past by The Environmental Agency. During the work undertaken to develop the land at Boyles Hall Road, Audley for burial land, the Environment Agency made a number of comments in regard to burial.

Burial grounds are primarily regulated by the Local Authority under the Local Authorities Cemetery Order 1977 but under its duties to protect and conserve water resources the Environment Agency uses its role as a statutory consultee in the development planning process to discourage activities at locations that pose a significant risk to water resources. At present there is not yet a Statutory Code of Practice for burials.

Where this advisory approach fails to be effective it is also possible for the Environment Agency to use prosecutions or formal notices under general pollution legislation such as the Water Resources Act 1991 and the Groundwater Regulations 1999.

Where concerns about a particular proposed human or unlicensed animal burial development couldn't be resolved, the Agency has powers to serve a Prohibition Notice (Water Resources Act 1991) although this is somewhat of a last resort.

The agency states that the base of any burial pit must be a minimum of one metre above the highest natural water table, taking into account any variability in the water table. In effect, a depth from ground level to the highest point of the water table of 3 metres or 10ft. is required.

The Agency advise that where failure to comply with the clearance requirements occurs, it may be possible to seek an engineered solution by permanently:

- (a) Diverting watercourses or drains.
- (b) Dewatering the ground – the Agency advise that in most cases this is unlikely to be a practical solution due to cost, practical maintenance difficulties and effect on the water resource potential.
- (c) Raising the ground level – burial in filled ground is not recommended due to the potential for ground slip during and following excavations. Filled ground would require a substantial settlement period of some years prior to attempting to bury in it.

Whilst the minimum ground water clearance, as stipulated by the Environment Agency, are not mandatory, or contained in an agreed Code of Practice, the Agency possesses sufficient regulatory powers under pollution prevention legislation to at worst prevent burials from taking place through a prohibition notice.

In its current form, the requirements of the Environment Agency pose a significant limitation to the identification of land suitable for burial purposes, as there will not be a wide distribution of land with the required water table properties. It is proposed to discuss this issue further with the Environment Agency, both on general terms and more specifically on any site identified as potential burial land in the future.

#### Land Availability

The availability of land for a new burial ground is dependant on the usual factors, many mentioned above, such as size, location, cost, ownership, access, previous use, topography.

Once land has been initially identified as being potentially suitable, it will be necessary to carry out tests and monitoring of the underlying ground profile and water tables. This process in itself will be time consuming and require resourcing as it will be necessary to engage a hydrogeologist for this work.

Land may be identified that is within private ownership. Where this occurs, then negotiations will be required to secure access for testing the ground, and ultimately for purchase if the ground proves suitable. If the owner of the land is not agreeable to a sale, the Council can opt to exercise its powers of compulsory purchase by preparing and securing an Order on the land. The Council's compulsory purchase order powers are set out in Section 226 of the Town and Country Planning Act 1990, and allow such powers to be used for a purpose which it is necessary to achieve the interests of the proper planning of the area.

Compulsory purchase should only be used as a last resort in view of the Human Rights Act and the first protocol – the right to property. It is a lengthy process and could take up to 2-3 years if an order was opposed, involving a public inquiry. If successful, the Council would need to pay the costs of the inquiry and the full market value of the land in question.

In view of the issues involved in land availability, it is recommended that once a decision is made to provide additional burial land, the process of identification and investigation of potential land be started within the following 12 months.

#### Access to Services

There are 3 main options relating to the proposed location of new burial facilities, and the level of accessibility to such services by visitors. These are: 'Centralised', 'Localised' or a hybrid of the first two. Each option has its advantages and disadvantages, which will be explored further below. In this report, it is not proposed to consider location of a crematorium as it would be unrealistic from a financial perspective to consider a new location.

### Centralised Facilities

This option would result in one large new burial facility being provided within or close to the main urban area. The land would be sufficient to accommodate at least the 100-year long-term predicted demand. Clearly a 40-50 acre site within the urban area is unlikely to be available, therefore a site on the edge of the urban area would be more likely to be found. The green belt planning policy discussed earlier supports this option. There are financial benefits of developing one large site (as opposed to a number of smaller sites) in terms of the economies of scale associated with laying out the infrastructure and services on the site. A location on the edge of the urban area would have implications for access as it may preclude easy walking opportunity for visitors. However, the recent consultation carried out with the people's panel indicated that 90% of visitors to the current Cemetery, which is located close to the town centre, travelled to the facility by car at the moment. There are considerable economies of scale associated with the establishment of a main Cemetery to replace Newcastle Cemetery, and it would mean that the land search exercise would be limited to identifying one suitable site only.

### Localised Facilities

This option would involve the establishment of more 'local' burial areas spread around the urban and rural areas of the Borough. Each area of land required would be smaller than that required for a central facility, but overall the land take requirement will be significantly higher than a central facility due to each site requiring accommodation land for access, services, parking, boundary planting etc. Compulsory purchase powers would be required for each site if agreement with respective owners were not reached. Localised facilities would be closer to main urban areas for access purposes, but there would be the additional cost factor involved in acquiring, developing and maintaining multiple sites.

### Hybrid Arrangement

In reality, the current arrangement is a hybrid between local and central facilities. Newcastle Cemetery is the central facility, supported by local facilities at Madeley, Knutton, Silverdale and Chesterton. There are also the Churchyards fairly evenly distributed around the Borough, and private Cemeteries. There are, of course, gaps in the current provision at present such as lack of facilities in Kidsgrove, Audley, Chesterton and some rural parishes.

This hybrid arrangement could be continued, with a new central facility being developed alongside efforts to maintain additional burial space in the Cemeteries where space currently exists for as long as possible. New facilities are being sought for the Audley area, which, when available, will support the hybrid arrangement. Limited extension land may be available at Chesterton if the adjacent allotments are used for burials. Kidsgrove will remain a problem. As detailed in the earlier section 4.1.1 extensive searches of the area has not identified land suitable for burials in any ownership. In terms of timescale, the sooner a new central Cemetery is made available as part of this option, the less the pressure for burials on the existing Cemeteries and thus a slower uptake of spaces.

In realistic terms, it is very unlikely that it would be feasible to set up and provide new local Cemeteries around the Borough from both land availability and financial perspectives. Therefore it is proposed that the hybrid arrangement of a new central Cemetery, located as close to the central urban area as possible, supported by the existing Cemeteries (including the proposed Audley facility) be supported to enable this option to be progressed. Clearly this is likely to disappoint residents in parts of the Borough where there are no burial facilities locally available at present, as this situation will be unaltered.

### **Financial Implications**

There are significant capital expenditure implications of providing replacement burial facilities. An estimate of the likely costs of providing a new central Cemetery has previously been included in reports to Cabinet in a budget pressure points list. This cost is estimated to be in the region of £2,000,000 and marked as a priority item.

The cost of identifying and establishing a larger number of smaller burial sites spread across the Borough is likely to be in the region of double the cost of a single site, depending on the number of sites required, their locations and accommodation works.

It will be necessary to consider in detail the capital financial implications and proposed funding mechanism arising from the Cabinet's decision on this issue.

The revenue expenditure implications of providing replacement burial land will be dependent on the option agreed upon. The most cost effective would be a single site, where although the infrastructure for the whole site would be undertaken in one phase to achieve maximum economy of scale, the maintenance of the new site would be phased. This would entail differential maintenance regimes for areas first required for burials than those required in later years to minimise the cost. It must be remembered that the existing Newcastle Cemetery will still require maintenance to a reasonable standard beyond the date when no new spaces are available as burials in family plots or reserved graves will still be taking place, as well as visitors tending existing graves.

Again, it will be necessary to consider in detail the financial revenue implications and proposed funding mechanism arising from the Cabinet's decision on this issue, however there would be income generated from new burial land to set against expenditure on maintenance.

### **Implications for Council Priorities**

#### **Social Inclusion**

The provision of suitable and accessible burial space at less than full cost (subsidised) to the community makes a direct and significant contribution to the Council's social inclusion agenda. The opportunity to have a local burial is a strong expectation.

#### **Services for Elderly Residents**

While a wide range of residents, of differing ages use and visit the Council's bereavement services, a significant number are elderly and visit the existing Cemeteries on a regular basis.

## **Risk Management Implications**

### Strategic Risks

There is a range of strategic risks associated with the Council's responsibilities in relation to burial space provision.

Social –

Impact of Demographic Change – risk of failure to identify and plan for population trends.

Needs of Disadvantaged Members of the Community – risk of failing to meet the needs of these residents.

Legislative –

Statutory Responsibilities – risk of intervention by regulatory groups.

Environmental –

Requirements of Local Agenda 21 Policies – risk of not complying.

Customer –

Appropriate Consultation – risk of inadequate consultation and service aims inappropriate to needs.

Public Perceptions and Relations – risk of poor public image of the service.

### Operational Risks

Contractual –

Over Reliance on Key Suppliers/Contractors – risk of disruption of service and poor public confidence.

Environmental –

Contamination and Pollution – risk of breach of statutory duties and financial penalties.

Financial –

Prioritisation and Allocation of Appropriate Budgets – risk that objectives cannot be achieved and that service delivery fails.

## **Summary**

- There is a historical and legislative context within which the Local Authority provision of bereavement services is set.

- A range of bereavement service opportunities currently exist with the Council's services and those of the Churches and private sector.
- These facilities are becoming exhausted with the main Newcastle Cemetery estimated to run out of new grave spaces in 6 years time (2008).
- In the short term Cremation is well provided for, but burials would be significantly restricted by the end of the next 10 years if additional space were not made available.
- In the medium term, Cremations are well provided for, but burials would be severely restricted during the next 11-50 years if additional space were not made available.
- In the long term, Cremation is still provided for, but burials would be virtually non-existent during the next 50-100 years if additional space is not made available.
- To meet future estimated demand for the next 100 years, an additional 45 acres of burial land is required.
- Availability of additional land is restricted by a number of factors such as suitability, availability and cost.
- Current investigations are in progress and identify additional land in Audley and a small extension may be possible at Chesterton by using adjacent allotment land.
- Provision of a 'central' replacement site appears most feasible, as opposed to a number of smaller, 'local' sites.
- The cost of a single site to accommodate the next 100 years is estimated to be £2 million.
- The financial implications of the Cabinet's decision will require further investigation and reporting.
- The timescales involved in providing additional land would indicate the need to progress the issue soon.
- There are contributions to the Council's priority areas from the provision of community bereavement facilities.
- There are strategic and operational risks to the Council in not adequately addressing this issue.

### **RECOMMENDATIONS:-**

- (a) That Cabinet, in principle, agrees the need for additional burial land.
- (b) That Cabinet indicates a clear preference for the establishment of a 'central' burial facility supported by existing Cemeteries as opposed to local burial facilities throughout the Borough and the Officers progress the development of the project and submit a further report on the financial implications.

(d) That a further report be submitted detailing progress with the search for land at Audley and the feasibility of extending Chesterton Cemetery onto the allotment land adjacent.

### **Background Information**

Environment, Transport and Regional Affairs Select Committee – Eighth Report: Cemeteries 2001.

Government reply to the Select Committee Eighth Report: Cemeteries 2001.

Institute of Burial and Cremation Authorities – Charter for the Bereaved.

Federation of British Cremation Authorities – Report of the Executive Committee: Year Ended 31<sup>st</sup> December 2000.

Bereavement Services Best Value Review Report: January 2001.

Letters (Various) from Churches, Private Providers, Neighbouring Authorities.

Cabinet 3.1.01 res.674 (re Boyles Hall Road, Audley).

Recreation & Amenities Committee 17.10.90 (re Kidsgrove Burial Land).

[www.statistics.gov.uk](http://www.statistics.gov.uk) – National Statistics Office.

Urban Forestry in Practice – Woodland Burial Case Study 12 – National Urban Forestry Unit October 1999.

# **NEWCASTLE-UNDER-LYME BOROUGH COUNCIL**

# CHILD PROTECTION POLICY

Child Protection Act 1999

***CA/JST/04.06.03/10.06.03/18.06.03/27.06.03***

## **INTRODUCTION**

This Policy gives guidance to staff on Child Protection matters and should not be treated in isolation of other Human Resource Policies or the staff handbook.

The Policy sets out in detail how staff must conduct themselves whilst undertaking their duties, particularly those members whose role involves regular contact with children. The Policy seeks to protect children to enable staff to detect the signs of child abuse and to restrict the opportunities for abuse actually taking place. The Policy establishes an absolute prohibition in relation to child abuse.

### **1. AIM**

To enable staff to be familiar with and confident in the implementation of the Council's Policy on Child Protection.

### **2. OBJECTIVES**

To enable staff to:

- Demonstrate and understanding of what constitutes child abuse and have an awareness of some of the signs that might indicate a child is being abused
- Demonstrate an awareness of what procedures to follow to report suspected abuse
- Identify the principles of good practice when responding to a child alleging abuse

### **4. THE MAIN FORMS OF CHILD ABUSE**

#### **a) Physical Abuse**

Physical abuse is where adults physically hurt or injure children by hitting, shaking, squeezing, burning, biting or by giving children alcohol, inappropriate drugs or poison. In a sports situation physical abuse might occur when the nature and intensity of training disregards the capacity of the child's immature and growing body.

#### **b) Sexual Abuse**

Girls and boys can be at risk of being abused by adults, both male and female, who use children to meet their own sexual needs. This could include full sexual intercourse, masturbation, oral sex, anal intercourse and fondling. Showing children pornographic material is also a form of sexual abuse.

During contact with children, for example, during sport and particularly in swimming and related activities, which might involve physical contact with children, situations where sexual abuse could be created and might go unnoticed. It is important to recognise that a coach or instructor is in a position of authority, power and control over young athletes which can, if misused lead to situations developing where abuse could take place.

#### **c) Emotional Abuse**

Persistent lack of love and affection, where a child may be constantly shouted at, threatened or taunted which may make the child very nervous and withdrawn. Emotional abuse in sport might include situations where children are subject to unrealistic pressure by the parent or coach, or bullied in order to consistently perform to high expectations.

#### **d) Neglect**

Neglect arises from a failure to meet a child's basic needs like food or warm clothing. Children might also be constantly left alone or unsupervised. Adults may also fail to, or refuse to give children affection, attention and care and this could be seen as emotional neglect. Neglect in a sports situation could include a teacher or coach not ensuring children are safe or exposing them to the elements such as undue cold.

## **5. EFFECTS OF ABUSE**

Abused children can suffer long term damage that may follow them into later life, e.g. prostitution, suicide or the abuse of other children. There is some evidence to suggest that children with disabilities are at an increased risk of abuse. Children from ethnic minorities, may also be experience racial discrimination.

## **6. RECOGNITION OF ABUSE**

Even for those experienced in working with child abuse, it is not always easy to recognise a situation where abuse may occur or has already taken place. Most staff will not be experts in this field and it should be stressed that the statutory responsibility for the welfare of children is that of the Social Services Department and in particular the local Area Child Protection Committee (ACPC). The NSPCC has a helpline which can offer valuable advice.

There are proper procedures in place for reporting any suspicions through Supervisors and the Social Services Department. (Also see Section 8 "Responding to Suspicions or Allegations of Child Abuse").

### **Indications that a child may be being abused include the following:**

- Unexplained or suspicious injuries such as bruising, cuts or burns, particularly if situated on part of the body not normally prone to such injuries
- An injury for which the explanation seems inconsistent
- The child describes what appears to be an abusive act involving him/her
- Someone else – a child or adult, expresses concern about the welfare of another child
- Unexplained changes in behaviour over time e.g., becoming very quiet, withdrawn or displaying sudden outbursts or temper
- Inappropriate sexual awareness
- Engages in sexually explicit behaviour in games
- Is distrustful of adults, particularly those with whom a close relationship will normally be expected
- Has difficulty in making friends
- Is prevented from socialising with other children
- Displays variations in eating patterns including overeating or loss of appetite
- Loses weight for no apparent reason
- Becomes increasingly dirty or unkempt

This list is not exhaustive and the presence of one or more of the indicators is not proof that abuse is actually taking place. It is stressed, however, that it is not the responsibility of staff to prove that

abuse is taking place but it is their responsibility to act upon any concerns. (Also see Section 8 “Responding to Suspicions or Allegations of Child Abuse”).

## **7. LISTENING TO THE CHILD**

Staff receiving information from a child who claims he or she has been abused should:

- React calmly so as not to frighten the child
- Tell the child they are not to blame and that it was right to tell
- Take what the child says seriously, recognising the difficulties inherent in interpreting what is said by a child who has speech disability and/or differences in language. Do not probe. Do not lead
- Keep questions to the absolute minimum necessary to ensure a clear and accurate understanding of what has been said
- Always reassure the child, but do not make promises of confidentiality which might not be feasible in the light of subsequent developments
- Make a full record of what has been said, heard and/or seen as soon as possible

## **8. RESPONDING TO SUSPICIONS OR ALLEGATIONS OF CHILD ABUSE**

Staff are not responsible for deciding whether or not child abuse is taking place. They are however, responsible for reporting suspicions to the Social Services Department which has a statutory duty under the Children Act 1989 to ensure the welfare of a child.

### **What to do if there are concerns:**

- There should be a commitment to work with parents or carers where there are concerns about children. For example, if a child seems withdrawn, this may be as a result of starting a new school
- However, sometimes a child might be placed at greater risk where such suspicions are discussed, e.g. where a parent or carer may be responsible for the abuse
- In such situations, or where concerns still exist, any suspicion, allegation or incident of abuse must be reported to the Service Manager (also see Section 6 “Recognition of Abuse”). If in doubt it is far safer to check it out.
- It is the responsibility of the Service Manager to inform the Social Services Department as soon as practicable. Adequate arrangements should be in place to allow this to happen even when the person in charge is not available. The NSPCC operates a freephone helpline on 0800 800500 which can provide guidance 24 hours a day. (See Appendix 1)

### **Recording information**

Information to be provided to the Social Services Department or the Police should include:

- The nature of the allegation
- A description of any visible bruising or other injuries
- The child’s account, if he or she gave one, of what has happened and how any bruising or other injuries occurred

- Any times, dates or other relevant information
- A clear distinction between what is fact, opinion or hearsay
- Reporting the matter to the Police or Social Services Department should not however be delayed by attempting to obtain more information
- Wherever possible telephone referrals to Social Services Department should be confirmed in writing within 24 hours. It is useful to keep a record of the name and designation of the person telephone messages were given to
- Records should be securely maintained and only viewed by appropriate personnel, Social Services or the Police

## 9. GOOD PRACTICE IN THE CARE OF CHILDREN

Staff are encouraged to pay particular attention to the situation they are in and should acknowledge potential situations.

### **Situations where abuse may occur can be minimised by:**

- Always being publicly open when working with children. Avoiding, as far as possible, situations where employees/volunteers and individual children are completely unobserved
- Where possible, parents should take the responsibility for their own children in changing rooms
- Where classes have to be supervised in changing rooms always ensure that employees/volunteers work in pairs
- It is preferable that mixed activities are supervised by a male and female member of staff
- Individual members of staff should avoid spending excessive amounts of time with children away from others

### **Those working with children should never:**

- Engage in rough, physical, sexually provocative games, including horseplay
- Allow or engage in inappropriate touching of any form
- Allow children to use inappropriate language unchallenged
- Make sexually suggestive comments to a child even in fun
- Let allegations a child makes go unchallenged, unrecorded or not acted on
- Do things of a personal nature that children can do for themselves

If a member of staff accidentally hurts or distresses a child in any way or if the child appears to become sexually aroused or misunderstands something which that person has done it should be reported as soon as possible to another colleague and a brief written note made. Parents or carers should be informed of the incident.

## 10. TRAINING

- All staff whose work routine involves contact with children will be required to attend a recognised training course and for which a Certificate of Attendance will be issued.

- Training needs will be reviewed and assessed as part of the IIP training and development interviews.

**11. CRIMINAL RECORDS BUREAU**

All staff, both new appointments and existing staff, where the work involves contact with children will be the subject of a Criminal Records Bureau check. Any convictions identified through this process will be the subject of an assessment in accordance with the relevant guidance

**12. OTHER ORGANISATIONS/INDIVIDUALS**

Where the Council utilises one service of another organisation or individual they will be required to have an approved Child Protection Policy in place or to work in accordance with the Council's Policy.

**13. NOMINATED PERSON(S)**

Staff Child Protection Officer(s):

The lead officers for further help and advice are:

In the Community Services Department, Leisure and Cultural Division – Community Services Manager – Leisure and Cultural Services

In the Personnel Section – Head of Personnel Services

**NEWCASTLE LOCAL STRATEGIC PARTNERSHIP****RECYCLING BOARD****11 JUNE 2003**

**Portfolio:** Improving the Quality and Sustainability of the Environment

**Date:** 11 June 2003

**Title:** National Waste Minimisation and Recycling Fund  
Quarterly progress Report (Number 03)

**Submitted by:** Head of Community Services

**Principal Author:** Alan Montgomery (Community Services Manager – Waste Management)

**Purpose of the Report**

This report is the third quarterly report on the progress of the expansion of the system of kerbside collection of dry recyclables. The purpose of the report is to:

- Detail the progress of the expansion project
- To enable review of the project programme
- To form the basis of the information for DEFRA, of factors likely to influence agreed project outcomes. The quarterly report will underpin the future research into the effectiveness of the Fund.
- To advise on progress with the new contract

**Background**

In April 2002 the Borough Council submitted a bid for funding to the Government's 140M National Waste Minimisation and Recycling Fund. The bid was for projects with a total spending of £658,000. The bid was partially successful and a commitment to provide up to £133,000 was received from DEFRA. The funding is for the increase of kerbside recyclable collection from 3,000 to 20,000 properties in 2002/3.

A second bid was submitted to DEFRA in September 2002. On 3 December 2002 the Borough was notified that this bid was also partially successful. Further funding was provisionally approved for expansion in 2003/04 of the recyclables collection service to include a further 25,000 properties. This will bring the number of properties served to 45,000 of the 52,500 households in the Borough. Confirmation of the provisional approval was received on 25 February 2003. The sum approved is £300,000 (£200,000 revenue and £100,000 capital). A summary of the second round bid is attached as Appendix A.

The Milestones for the expansion during the current financial year are:

- Continuation of the service for the 20,000 properties
- Expansion to 30,000 Properties from 7 July 2003
- Expansion to 45,000 properties from 8 September 2003.

**Introduction**

The existing service provides Households on the identified collection rounds with a lidded 55 litre capacity plastic box. Residents are requested to put their glass (bottles, jars etc) and paper in the box. The contents

of the boxes are collected every two weeks from the curtilage of the property, where the resident is asked to place it. The resulting materials are delivered to an end user for recycling. Changes to the service will be made as a consequence of a new contract. These are indicated later in the report.

The report to your meeting on 5 March 2003 indicated that the phased introduction of the additional rounds was completed in February 2003 achieving the target of providing a service to 20,000 properties. Since that time collections have continued from these properties with few operational difficulties.

### **Procurement**

The roll out of the expansion of the service has continued with Wasteknot, the contractor who has operated a long-term trial kerbside recycling scheme in the Borough. The Cabinet of the Council waived standing orders relating to the tendering process to allow this arrangement to be reached by negotiation. This was necessary to enable the tight project timetable to be achieved.

The value of contract for the kerbside collection service requires the Council to Tender the service in accordance with European procurement legislation. Advertisements inviting Tenders for the continuation and expansion of the kerbside collection service were placed in the Official Journal of the European Council and two other publications. Six Contractors expressed interest in the contract and were supplied with the necessary documentation.

Requests were received from two contractors for extension of the deadline for submission of Tenders. Accordingly the date for receipt of bids was changed from 17 March 2003 to 14 April 2003. The date for commencement of the contract was also modified from 1 April 2003 to 1 June 2003.

In order to maintain continuity of service Wasteknot agreed to carry on for the intervening two months.

Three Tenders, including an in house bid, were received on 14 April 2003. Evaluation of the submissions revealed Cheshire Recycling Limited to be the preferred bid. Cabinet approved the Appointment of Cheshire recycling Limited as Contractor on 30 April 2003. A copy of the report is attached at Appendix 2.

The new contract started on the appointed day and collections from the existing rounds has continued with no disruption. The contractor is to be congratulated in achieving this transition in such a short space of time. Collection is currently being undertaken using temporary vehicles, preparation of the permanent vehicles is in hand. Staff from Wasteknot, who were engaged on the kerbside service have all been transferred to VAS limited, Cheshire Recycling's collection subcontractor.

Preparations are now in progress for the first expansion of phase 2. From 7 July 2003 a further 10,000 properties will be provided with kerbside collection of recyclables. In addition the materials collected will include cans, foil and textiles. A blue bag and red and white striped bag (single trip) will be provided for the paper and textiles respectively. The contractor will undertake the procurement of the additional 10,000 boxes.

### **Stakeholders**

The main stakeholders in the process are the Government, the Council, the Contractor and the public. Regular liaison occurs between the Contractor and officers of the Council to ensure the change proceeds as planned. The general public are being involved through consultation as part of the Best Value review process currently being undertaken in the Waste Management Division. Ongoing feedback as to operational, policy and householder issues is channelled into improvements in the scheme.

The project progress was reported to the Cabinet of the Council on 9 April 2003. A progress report was also submitted to DEFRA accompanying the financial claim.

Notification was received in January from DEFRA that it will be necessary to monitor the performance of the approved project for the next two financial years. Further details about these requirements have now been received. These are reported separately.

### **Finance/Income**

Financial claims are to be submitted to DEFRA every quarter. The final claim for the financial year 2002/03 was submitted on 14 April 2003. This was for the completion of the spending for the financial year and for the roll out of the expansion. This related to the fourth quarter (1 January – 31 March) and consisted of three invoices from Wasteknot totalling £33,000 and £30,500 worth of invoices received from Straight Environmental for boxes.

No unexpected income has been realised.

The cost of maintaining the service for the 20,000 properties will be met from the General Fund from 1 April 2003. The expansions in July and September and continuation of the service from the additional 25,000 properties until 31 March 2004 will be funded from the DEFRA grant. Continuation of the service in 2004/05 will be met from the General Fund. The cost is currently estimated at £400,000.

### **Sustainability/Long Term Vision**

The Council has recycling targets set by the Government which it is required to achieve these are:

- 10% household waste recycled or composted in 2003/4
- 18% household waste recycled or composted in 2005/6

The projections indicate that combined with the materials obtained from the Council's 'bring sites' the expansions of the 'blue box' collection system will achieve the 2003/04 target. To achieve the second target a garden waste collection system will need to be implemented

Attached at Appendix C are the spreadsheets submitted to the County Council setting out the performance for this year and predictions for the next three years for recycling and composting overall.

### **Performance**

Close contact has been maintained with the contractor to ensure that problems are identified early and avoided or quickly resolved. As a consequence no major service difficulties have arisen.

Performance data for the expanded project is attached at Appendix D. These indicate that the actual weight sent to end user/processor exceeds projections, currently by approximately 10%.

The Milestones for phase 1 of the expansion were:

- ❖ Additional Kerbside collection at 3,000 properties of four materials every two weeks by 30 September 2002
- ❖ Additional Kerbside collection at 4,000 properties of four materials every two weeks by 9 December 2002
- ❖ Additional Kerbside collection at 10,000 properties of four materials every two weeks by 3 February 2003

All of these were achieved.

The next milestones are:

- Continuation of the service for the 20,000 properties
- Expansion to 30,000 Properties from 7 July 2003

The first of these continues to be met and good progress is being made for the satisfactory delivery of the second. The details of the new rounds are prepared and discussion and confirmation of these will take place in the next few days. The publicity material has been prepared and will be delivered commencing on 23 June 2003 to both the new properties and to the existing rounds to advise of the change to multi-material collection.

### **Conclusion**

The DEFRA Recycling Fund monies has enabled a considerable expansion of the kerbside recycling collection scheme and will fund further significant increase. It will give the council the ability to reach the targets set by central government, and provide an additional service to residents in line with public demand.

### **Recommendation**

That the Board:

- 1.** Notes completion of Phase One of the kerbside recycling scheme.
- 2.** Notes the letting of the new contract.
- 3.** Notes progress with the implementation of Phase 2
- 4.** Receives a further report at the next meeting on the achievement of performance targets and expansion of the scheme.

**Financial Year 2003/2004**

<b>REVENUE FUNDING REQUESTED</b>	<b>£</b>
<b>i)</b> Continuation of kerbside recycling to 20,000 properties	£160,000
<b>ii)</b> Expansion of pilot kerbside recycling from 20,000 properties to 45,000 properties fortnightly	£200,000
<b>iii)</b> Development of Environmental Trail Project from 2003 to March 2004	£26,000
<b>iv)</b> Consultancy support (ten days specialist consultancy support @ £500 per day)	£5,000
<b>v)</b> Introduction of green waste kerbside collection scheme (served by wheeled bins)	£100,000
<b>TOTAL REVENUE REQUESTED</b>	<b>£491,000</b>

<b>CAPITAL FUNDING REQUESTED</b>	<b>£</b>
<b>i)</b> Purchase of blue boxes to be used in conjunction with dry recyclable kerbside recycling scheme (25,000 @ £4.00)	£100,000
<b>ii)</b> Purchase of brown wheeled bins to be used in connection with collection of green waste (11,000 wheeled bins @ £15.00)	£165,000
<b>TOTAL CAPITAL REQUESTED</b>	<b>£265,000</b>
<b>TOTAL</b>	<b>£756,000</b>

## 2. KERBSIDE COLLECTION OF DRY RECYCLABLES TENDERS

### Purpose

To advise Cabinet of tenders received in respect of Kerbside Recycling Services and to award the contract.

### Background

The Cabinet has received a number of reports on the subject of recycling including details of the statutory local targets and the national and Public Service Agreement targets.

The Council made two bids, one each in the first and second rounds of the National Waste Minimisation and Recycling Fund, both bids were part funded. The funding has allowed the Council to introduce a phased programme of kerbside collection of recyclables. During financial year 2002/03, kerbside recycling services were provided to 20,000 properties in the Borough and a further 25,000 properties will be included in the scheme during the current financial year 2003/04.

It has been necessary to carry out an OJEC tendering exercise in respect of this service and the proposed expansion. The Council's refuse collection service is currently delivered in-house following a tendering process carried out under the former Compulsive Competitive Tendering regime. The contract is for ten years, which included provision for a four-year extension in 2004. There is a need to integrate refuse collection and recycling services and preparations are in-hand to attend this task. The kerbside recycling tender will therefore deal with the provision of service during the interim period up to 31 March 2004.

The Contract is based on outputs from the service, specified as the achievement of certain minimum requirements and a percentage of household waste to be recycled calculated to achieve statutory targets. The method of achieving these requirements was left to the Tenderers to specify in a Service Delivery Plan.

Following the initial advertisement 9 contractors expressed an interest in the contract. Tender documentation was subsequently sent to 6 contractors and ultimately three submitted bids, including an in-house bid from the Community Services Department.

A detailed tender evaluation model had been prepared that would allow evaluation based on both financial and quality considerations. The model has been applied to all three bids and the results of the evaluation are set out in full at Appendix 'B' (pink paper).

The values of the three tenders submitted were as follows:

Bid One	£494,619.00
Bid Two	£298,730.00
Bid Three	£512,610.00

Following the evaluation of quality and financial criteria the points scored were as follows:

Bid One	288 points
Bid Two	510 points
Bid Three	268 points

A "non compliant" bid was submitted by one of the tenderers in addition to their "compliant bid, this bid has been dismissed.

A more detailed review of the documentation submitted revealed a number of issues in relation to the way in which the Tenderers had constructed their bids:

Bids Two and Three were net of income from the sale of the collected materials, Bid One made no inclusion for income

Bid Two did not include the cost of providing containers for the collection of the recyclables

The Service Delivery plan accompanying bid Two indicates the use of 55 litre blue boxes and bags. Allowing a conservative cost for the purchase of containers the revised cost of providing the service would not exceed the difference in between Bid Two and the next lowest Bid. Discussion with the Contractor submitting Bid Two indicate that the cost of purchasing these items would be within the conservative figure considered.

These issues have been discussed with the Head of Legal Services and it is appropriate to accept Bid Two as the most suitable tender.

Analysis of the Health and Safety submissions and financial investigations are satisfactory for the contractor submitting Bid Two.

### **Corporate Priorities**

The recycling service forms an important element of the Council's Local Agenda 21 Strategy in addition to the local, national and Public Service Agreement targets.

### **Financial Implications**

The cost of providing kerbside recycling services in the financial year 2003/04 is estimated to be £420,730 if Bid Two is accepted and a provisional sum for the purchase of containers is allowed. This can be met from within the approved budget of £460,000 in 2003/04, which is part funded by a grant from DEFRA for the first year. There is provision in the contract for extension of the service annually for up to five years if necessary.

### **RECOMMENDATIONS:-**

- (a) That the Council awards the Kerbside Recycling Contract to Bid 2 – Cheshire Recycling.
- (b) That the Council authorises the Head of Community Services in consultation with the Leader of the Council to resolve with the Contractor the purchase of the necessary recycling containers.

APPENDIX C

**STAFFORDSHIRE & STOKE-ON-TRENT JOINT WASTE MANAGEMENT BOARD PERFORMANCE INDICATOR INFORMATION 2005/2006.**

**Name of Authority :** Newcastle-under-Lyme B.C 2005/2006 Predictions.

<b>Waste Type</b>	<b>TONNAGE</b>	<b>Recycled &amp; Reuse Materials</b>	<b>BVPI</b>
Domestic CA waste	49,112.84	Paper	BV82a % total household waste recycled
Litter	133.84	Cardboard	BV82b % total household waste composted
Street Sweepings	2,209.43	Mixed paper & card	
Hazardous Waste	-	Glass, Green	
Clinical	59.44	Brown	
		Clear	<b><u>BV82a</u> 13.15%</b>
<b>Total collected household waste</b>	<b>51,515.55</b>	Mixed glass	
		Textiles	<b><u>BV82b</u> 0.78%</b>
<b>Other non household waste</b>		Steel cans	
		Aluminium cans	<b><u>TOTAL</u> 13.93%</b>
Com / Ind / trade	2,996.09	Mixed cans	
Soil & Rubble	-	Scrap metal White	
Fly Tipping	493.06	Scrap metal other	
Abandoned vehicles	196.69	Electrical	
Home composted waste	-	Batteries	
	-	Aluminium foil	
Gullies	-	Mixed	
Beach cleaning wastes	-	Plastics	
Other	-	<u>Other please specify</u>	
		Sweepings	
<b>Total collected Municipal waste</b>	<b>55,201.40</b>	Oil	
		Wood	
		Books	
		Shoes	
		3rd party recycling	
		<b>Total Recycled</b>	<b>6,776.37</b>
		<b><u>Composting</u></b>	
		Greenwaste	400.00
		Organic collections	-
		<b>Total</b>	<b>7,176.37</b>

APPENDIX D

October

Week Commencing	30-Sep-02	07-Oct-02	14-Oct-02	21-Oct-02	28-Oct-02
No. of properties served per week	3000	3000	3000	3000	3000
Target weekly tonnage to be collected	9	9	9	9	9
<b>Target accumulated tonnage to be collected</b>	<b>9</b>	<b>18</b>	<b>27</b>	<b>36</b>	<b>45</b>
Tonnage sold for recycling		9.56	21.71	21.8	9.66
<b>Accumulated tonnage sold for recycling</b>	<b>0</b>	<b>9.56</b>	<b>31.27</b>	<b>53.07</b>	<b>62.73</b>

November

Week Commencing	04-Nov-02	11-Nov-02	18-Nov-02	25-Nov-02
No. of properties served per week	3000	3000	3000	3000
Target weekly tonnage to be collected	9	9	9	9
<b>Target accumulated tonnage to be collected</b>	<b>54</b>	<b>63</b>	<b>72</b>	<b>81</b>
Tonnage sold for recycling		9.94	16.37	12.82
<b>Accumulated tonnage sold for recycling</b>	<b>62.73</b>	<b>72.67</b>	<b>89.04</b>	<b>101.86</b>

December

Week Commencing	02-Dec-02	09-Dec-02	16-Dec-02	23-Dec-02	30-Dec-02
No. of properties served per week	3000	5000	5000		5000
Target weekly tonnage to be collected	9	15	15	0	15
<b>Target accumulated tonnage to be collected</b>	<b>90</b>	<b>105</b>	<b>120</b>	<b>120</b>	<b>135</b>
Tonnage sold for recycling	9.88		33.8	10.3	
<b>Accumulated tonnage sold for recycling</b>	<b>111.74</b>	<b>111.74</b>	<b>145.54</b>	<b>155.84</b>	<b>155.84</b>

January

Week Commencing	06-Jan-03	13-Jan-03	20-Jan-03	27-Jan-03
No. of properties served per week	5000	5000	5000	5000
Target weekly tonnage to be collected	15	15	15	15
<b>Target accumulated tonnage to be collected</b>	<b>150</b>	<b>165</b>	<b>180</b>	<b>195</b>
Tonnage sold for recycling	10.04	20.3	21.42	9.86
<b>Accumulated tonnage sold for recycling</b>	<b>165.88</b>	<b>186.18</b>	<b>207.6</b>	<b>217.46</b>

February

Week Commencing	03-Feb-03	10-Feb-03	17-Feb-03	24-Feb-03
No. of properties served per week	10000	10000	10000	10000
Target weekly tonnage to be collected	30	30	30	30
<b>Target accumulated tonnage to be collected</b>	<b>225</b>	<b>255</b>	<b>285</b>	<b>315</b>
Tonnage sold for recycling	50.47	21.26	54.68	10.82
<b>Accumulated tonnage sold for recycling</b>	<b>267.93</b>	<b>289.19</b>	<b>343.87</b>	<b>354.69</b>

March

Week Commencing	03-Mar-03	10-Mar-03	17-Mar-03	24-Mar-03	31-Mar-03
No. of properties served per week	10000	10000	10000	10000	10001
Target weekly tonnage to be collected	30	30	30	30	30
<b>Target accumulated tonnage to be collected</b>	<b>345</b>	<b>375</b>	<b>405</b>	<b>435</b>	<b>465</b>
Tonnage sold for recycling	54.62	31.44	20.52	42.2	23.24
<b>Accumulated tonnage sold for recycling</b>	<b>409.31</b>	<b>440.75</b>	<b>461.27</b>	<b>503.47</b>	<b>526.71</b>

## Appendix

**Capital Project Appraisal**

PROJECT		DATE SUBMITTED TO CABINET	
Refurbishment of Roe Lane Playing Fields		23rd July 2003	
CONTRIBUTION TO CORPORATE PRIORITY THEMES			
Priority for Improvement	Justification	Impact	
1.2	Deterring young people from crime and nuisance behavior through creating opportunities and activities	<input type="checkbox"/> Provision of diversionary activities and programmed for young people to relieve boredom, provide social focus and enjoyable activity. <input type="checkbox"/> Provide a modern facility for a sport that is popular with young people of mixed backgrounds. <input type="checkbox"/> Structured coaching sessions will provide and promote participation from differing ages, abilities and backgrounds.	Low
5.1	Increasing the accessibility of services	<input type="checkbox"/> Appropriate design of the pavilion will remove barriers associated with gender segregation. <input type="checkbox"/> Improved car-parking management within the site improving access. <input type="checkbox"/> Disability Discrimination Act compliant pavilion removing access barriers. <input type="checkbox"/> Higher performance of sports surface making facilities available for longer periods of time.	Medium
5.2	Managing and delivering services to meet local needs	<input type="checkbox"/> Contributes to the needs of local people for sports and leisure facilities as identified in surveys and consultation exercises such as Peoples Panel, Parks and Green Spaces Survey and Cultural Strategy. <input type="checkbox"/> Developing group physical activity programme. promotes social interaction	Medium
5.3	Improving access to leisure and recreational facilities for disadvantaged communities and groups including young people and those in rural areas	<input type="checkbox"/> Specific facilities for young people including pitches and separate changing accommodation for mini and junior football. <input type="checkbox"/> Subsidised bookings of football pitches and coaching courses.	Low
5.4	Increase participation in active lifestyles	<input type="checkbox"/> Provision of modern, well maintained active sporting facilities in a central location with good access. <input type="checkbox"/> Physical activity can provide a wide range of benefits that contribute to a healthy lifestyle and improve overall quality of life.	Medium
6.4	Working with partners to improve the quality of the environment and the image of the area generally	<input type="checkbox"/> Working with the local Staffordshire Football Association, Football Foundation, Sport England and local schools to improve the image of Newcastle's sports facilities. <input type="checkbox"/> Major funding partnership with the Football Foundation.	High
OUTPUT MEASURES / MILESTONES			
Description	Target	Timescale	
Project Feasibility	<input type="checkbox"/> Secure funding package <input type="checkbox"/> Obtain covenant approval <input type="checkbox"/> Secure Planning Approval	August 2003 September 2003 October 2003	
Project construction	<input type="checkbox"/> Appointment of consultants <input type="checkbox"/> Receipt and evaluation of tenders <input type="checkbox"/> Signing of Contracts <input type="checkbox"/> Commencement of Site Works <input type="checkbox"/> Completion of Site Works <input type="checkbox"/> Reopening Ceremony	October 2003 March 2003 April 2003 May 2003 August 2003 August 2003	

Facility Usage	<input type="checkbox"/> Review of project outcomes and performance	November 2003
	<input type="checkbox"/> Use of pitches for weekend football at 90% of capacity	
	<input type="checkbox"/> Increased attendance and participation in football coaching sessions.	August 2004
	<input type="checkbox"/> Increased use of the facilities by target groups of young people and ladies/girls.	August 2004
	<input type="checkbox"/> High satisfaction rating from customer satisfaction survey.	August 2004
		Annually

**FINANCIAL IMPLICATIONS – ORIGINAL ESTIMATE**

Capital		Revenue	
<b>Expenditure</b>	889,000	<b>Expenditure</b>	
		Effect of Capital Funding *	30,700
		Running costs;	
		Repairs and maintenance	Existing cost
	<b>889,000</b>		<b>30,700</b>
<b>Funding</b>		<b>Income</b>	
External Funding			
- Football Foundation	650,000		
Council Funding	239,000		
	<b>889,000</b>		<b>30,700</b>
		<b>Council Tax Equivalent</b>	£1???
			+0.57%

**RISKS ASSOCIATED WITH PROJECT**

Description	Likelihood	Impact
<input type="checkbox"/> Project costs exceeding approved finances	Low	Medium
<input type="checkbox"/> Refurbished facilities not meeting project objectives	Low	Medium
<input type="checkbox"/> Popularity of football as a sporting pastime declines	Low	Medium
<input type="checkbox"/> Change to Councils priorities for improvement.	Low	Medium
<input type="checkbox"/> Delayed project Completion.	Medium	Low

**ANY ADDITIONAL INFORMATION**

- Capital Finance costs based on 10 year life, and interest of 4.85% pa£128.56 per £1000

**LEAD OFFICER**

Dave Adams – Amenity Manager, Technical and Amenity Services.