



BROMSGROVE DISTRICT COUNCIL

EXECUTIVE CABINET

WEDNESDAY, 13TH APRIL 2005 AT 6.00PM

COMMITTEE ROOM, THE COUNCIL HOUSE, BROMSGROVE

AGENDA

Council Agendas and Minutes are available on our web site at
www.bromsgrove.gov.uk/meetings

MEMBERS: Councillors D. C. Norton (Executive Leader), Mrs. M. M. T. Taylor (Deputy Executive Leader), B. L. Fuller C.B.E., Q.F.S.M., Mrs. J. M. L. A. Griffiths, R. Hollingworth and P. J. Whittaker.

1. To receive apologies for absence
2. Declarations of Interest
3. To confirm the Minutes of the Executive Cabinet held on 16th March 2005
4. Public Questions
5. To receive the Minutes of the Member Development Working Group dated 4th April 2005
6. Issues arising from Overview and Scrutiny Committees
7. Notices of Motion referred from Council under Council Procedure Rule 10

(a) **Cleanliness of the District -**

It was proposed by Councillor P. M. McDonald and seconded by Councillor C. J. K. Wilson:

“Bromsgrove residents are frequently complaining that their communities are shabby, unkempt, squalid and run down, giving the appearance of a tip to visitors. Therefore the Leaders of the various political groups get together to best utilise the identified underspend to restore Bromsgrove’s previous standard.”

8. Administrative Services Business Plan 2005/06
9. Audit and Policy Business Plan 2005/06

10. Legal Services Business Plan 2005/06
11. Personnel Services Business Plan 2005/06
12. Community Safety and Engineering Business Plan 2005/06
13. Proposal for the Protection of Employee Pay during Redundancy Redeployment
14. Strategic Audit Plan 2005/08
15. Supporting People Progress Report and Draft 5 Year Strategy
16. Feasibility Study of Decriminalised Parking Enforcement
17. Street Naming and Numbering Policy
18. Arts Strategy
19. Corporate Plan (please bring to the Meeting the draft Corporate Plan circulated with the Agenda for the Cabinet Meeting held on 16th February 2005. The Plan can also be accessed on the Council's website www.bromsgrove.gov.uk)
20. To consider, and if considered appropriate, to pass the following resolution to exclude the public from the Meeting during the consideration of an item of business containing "Exempt Information":-

"RESOLVED: that under Section 100A (4) of the Local Government Act 1972, the public be excluded from the Meeting during the consideration of the following item of business on the grounds that it involves the likely disclosure of "Exempt Information" as defined in Part I of Schedule 12A to the Act, the relevant paragraph of that part being as set out below:-

<u>Item No.</u>	<u>Paragraph</u>
21	1

21. Proposed Changes to Management Structure

S. NIXON
Chief Executive

The Council House
Burcot Lane
BROMSGROVE
Worcs.
B60 1AA

4th April 2005

BROMSGROVE DISTRICT COUNCIL

MEETING OF THE EXECUTIVE CABINET

Wednesday, 16th March 2005 at 6.00 p.m.

PRESENT: Councillors D. C. Norton (Executive Leader), Mrs. M. M. T. Taylor (Deputy Executive Leader), Mrs. J. M. L. A. Griffiths, R. Hollingworth and P. J. Whittaker.

Observers: Councillors Mrs. J. M. Boswell, Miss D. H. Campbell J.P., G. N. Denaro, Mrs. K. M. Gall, G. H. R. Hulett, P. M. McDonald, N. Psirides J.P., Mrs. M. A. Sherrey and E. C. Tibby.

179/04 **APOLOGIES**

An apology for absence was received from Councillor B. L. Fuller C.B.E., Q.F.S.M.

180/04 **MINUTES**

The Minutes of the Meetings of the Executive Cabinet held on 15th February 2005 and 16th February 2005 were submitted.

RESOLVED: that the Minutes of the Meetings be approved and confirmed as a correct record, subject to the amendment of Minute No. 170/04 (g) (Annual Capital Expenditure) to state "that it be noted that it was the Cabinet's intention to recommend that the Council limit Capital Expenditure to the level of interest income received but that it is necessary to move to this situation over a period of time".

181/04 **MEMBER DEVELOPMENT WORKING GROUP**

The Minutes of the Member Development Working Group held on 2nd March 2005 were submitted.

RESOLVED: that the Minutes be approved and adopted.

182/04 **ISSUES ARISING FROM OVERVIEW AND SCRUTINY COMMITTEES**

CAR PARKING IN ASTON FIELDS FOR COMMUTERS

Members considered a recommendation made by the Housing and Planning Policy Scrutiny Committee that the Tennis and Cricket Club and the Rugby Club in Aston Fields be contacted regarding the possibility of commuters using their car parking facilities during the daytime on a temporary basis, subject to cost and limitations. It was

RESOLVED: that the request be approved.

183/04 **MOTIONS REFERRED FROM COUNCIL UNDER COUNCIL PROCEDURE RULE 10**

(a) **Local Area Committees**

Councillors P. M. McDonald and G. H. R. Hulett spoke in support of the motion for the Council to set up "Local Area Committees" with a budget to develop local partnerships and bring decision-making closer to the people. Following discussion it was

RESOLVED: that no action be taken in respect of this proposal at this stage.

(b) Paths in Parks

Councillors P. M. McDonald and G. H. R. Hulett spoke in support of a motion for the Council to reinstate paths throughout its parks which had been neglected over the years. During the discussion, it was suggested that Councillor McDonald should provide details of the paths in question to the Director of Leisure Services, whereupon it was

RESOLVED: that the Cabinet seek information from the Director of Leisure Services on any paths which may need reinstating and agree appropriate action forthwith.

(c) Catshill 20/20 Group

Councillors G. H. R. Hulett spoke in support of the motion for the Council to provide officer support in the development of action plans by the Catshill 20/20 Group in its efforts to best use the £100,000 grant from the capital programme, during which he referred to a request for the Council to withdraw the match funding element from the grant. During the discussion, the Director of Leisure Services referred to the ongoing support provided by his Department to the Catshill 20/20 Group, whereupon it was

RESOLVED:

- (a) that the ongoing support provided by the officers from the Leisure Services Department to the Catshill 20/20 Group be noted;
- (b) that the Director of Leisure Services submit a progress report on the Catshill 20/20 projects.

184/04

ANNUAL AUDIT AND INSPECTION LETTER 2003/04

Consideration was given to the Annual Audit and Inspection Letter for 2003/04 and the Communication of Audit Matters to Those Charged with Governance (SAS 610), together with the management response. Representatives from the External Auditor and Audit Commission were present and addressed the Cabinet on their findings and recommendations. Following discussion, it was

RESOLVED:

- (a) that the contents of the Annual Audit and Inspection Letter be noted and that the management response to the recommendations set out in Appendix 4 to the Letter be endorsed;
- (b) that the contents of the SAS 610 be noted and the management response as reported verbally at the meeting be endorsed.

185/04

STATEMENT OF ACCOUNTS 2002/03

Further consideration was given to the Statement of Accounts for 2002/03 which had been amended following examination by the External Auditor. Following discussion, it was

RECOMMENDED:

- (a) that the Statement of Accounts for the year ended 31st March 2003, as amended following examination by the External Auditor, be noted;
- (b) that the Section 151 Officer's recommendations concerning unadjusted misstatements, as set out in the report, be approved.

186/04

MONITORING OF THE REVENUE BUDGET 2004/05

The Cabinet considered a report which monitored the position of the Revenue Budget for 2004/05 as at the end of January 2005. The report drew attention to the variances

for each portfolio area and provided explanatory comments. During the discussion, Members paid tribute to the efforts and achievements of the Finance team. It was

RESOLVED:

- (a) that the underspend of £294,782 for the period April 2004 to January 2005 be noted;
- (b) that the variances to net expenditure as set out in the report be noted;
- (c) that the format and presentation of the monitoring statement be endorsed and adopted for future reports.

187/04

APPOINTMENT OF REPRESENTATIVE TO THE SHARED SERVICES BOARD

The Corporate Director (Resources) reported that councils across the County were looking into the feasibility of Shared Services. This had led to the establishment of a Shared Services Board to drive forward the agenda, to which the Council was invited to nominate a Member representative. It was

RECOMMENDED: that Councillor R. Hollingworth be appointed to serve on the Shared Services Board.

188/04

E-GOVERNMENT STRATEGY

Consideration was given to a proposed e-Government Strategy for the Council which built upon the vision and plans detailed in the authority's previous Implementing Electronic Government Statements. Following discussion, it was

RECOMMENDED: that the e-Government Strategy be approved.

189/04

INTERNET AND ELECTRONIC MAIL USAGE – CODE OF PRACTICE

The Cabinet considered a report on a proposed policy for the use of the internet and electronic mail by Members and staff which aimed to encourage effective and positive use of resources. It was

RESOLVED: that, subject to consultation with the Trade Unions, the policy on the use of the internet and electronic mail be approved.

190/04

STREET NAMING AND NUMBERING ADVICE POLICY

The Cabinet considered a proposed policy on street naming and numbering advice which would provide guidance for developers and enable a quicker process to be adopted. It was

RESOLVED: that the policy on street naming and numbering advice be approved.

191/04

MAJOR EMERGENCIES PLAN

Consideration was given to a revised Major Emergencies Plan for the Council which included updated information and was based on a format that had been adopted across the County.

RESOLVED: that the new Major Emergencies Plan be endorsed.

192/04

NEW PLAY AREA – COFTON HACKETT

The Cabinet considered an application for grant aid from Cofton Hackett Parish Council to fund the provision of a new play area at Myhill Field, Cofton Hackett. Following discussion it was

RECOMMENDED:

- (a) that a capital grant of £40,000 be provided to Cofton Hackett Parish Council from Section 106 capital receipts derived from developments in the Bant Green area

to enable the Parish Council to landscape and provide a new play area at Myhill Field, Cofton Hackett;

- (b) that the Director of Leisure Services, in conjunction with the Head of Legal Services, be authorised to agree appropriate Conditions of Grant with the Parish Council, including those set out in Appendix 1 of the report;
- (c) that a capital grant of £40,000 to Cofton Hackett Parish Council be included in the Revised Capital Programme for 2005/06.

193/04 **SPORTS SERVICES – PURCHASE OF SPORTS HALL INFLATABLE**

The Cabinet considered the business case in relation to a proposal to purchase an additional Sports Hall Inflatable for use by Sports Services at the Dolphin Centre. During the discussion, it was suggested that officers have further discussions with neighbouring authorities on the possibility of rotating inflatables between them. It was

RESOLVED: that approval be given to the purchase of a Sports Hall inflatable for use at the Dolphin Centre at a cost of £8,000, for which provision has been included in the Capital Programme for 2004/05.

194/04 **ENVIRONMENTAL HEALTH SERVICES BUSINESS PLAN 2005/06**

Having considered the Environmental Health Services Business Plan for 2005/06, it was

RESOLVED: that the Business Plan be approved.

195/04 **PLANNING SERVICES BUSINESS PLAN 2005/06**

Having considered the Planning Services Business Plan for 2005/06, it was

RESOLVED: that the Business Plan be approved.

196/04 **REGIONAL CONFORMITY PROTOCOL**

Having considered a report on a new Regional Conformity Protocol adopted by the Regional Planning Body, it was

RESOLVED: that the Regional Conformity Protocol be endorsed.

197/04 **COMMUNITY SAFETY STRATEGY 2005/08**

The Cabinet received a verbal report on the consultations undertaken with regard to the proposed Community Safety Strategy 2005/08 together with the comments made by Scrutiny Committees. Although a number of comments had been made, there had been no substantive changes to the draft document. The finalised Strategy document would be submitted to the Government Office for the West Midlands by 31st March 2005 and copies would be circulated to Members, Community Safety Partners and Parish Councils. It was also intended to issue a short summary leaflet.

RECOMMENDED: that the Community Safety Strategy 2005/08 be approved, subject to any minor amendments that may be necessary.

198/04 **CCTV FOR HAGLEY PLAYING FIELDS**

The Cabinet considered a proposed project involving the installation of a two CCTV cameras around the Playing Field area in Hagley, the cost of which would be met by the Government Office for the West Midlands and Hagley Parish Council. It was

RESOLVED:

- (a) that the project be approved;
- (b) that provision be made to forward fund the project via the Capital Budget until the

funds are claimed retrospectively from the Government Office for the West Midlands by Community Services.

199/04

DRAFT LOCAL ALLOCATION CRITERIA AND RURAL LETTINGS POLICY

Having considered a report on the proposed introduction of an allocation criteria and rural lettings policy for the allocation of affordable housing developed in rural areas under 'exception site' policy, it was

RESOLVED:

- (a) that subject to minor amendments suggested by the Housing and Planning Policy Scrutiny Committee, the Draft Allocation Criteria and Rural Lettings Policy for Affordable Housing developed on Rural 'Exception Sites' set out in Appendix 1 to the report, be approved for consultation and comment prior to final submission to the Cabinet;
- (b) that the Council's 'Allocation Policy and Housing Register' document be amended to include an additional paragraph to read: "Applications for dwellings that are provided to meet a specific housing need under specific planning policy or other conditions may be subject to local lettings policies. A local lettings policy may be applied to limit access to such dwellings by way of a set criteria, as may be adopted from time to time, with or without reference to the Points Scheme".

200/04

EXPENDITURE OF ODPM HOMELESSNESS GRANT FUNDING FOR 2004/05 AND ANTICIPATED EXPENDITURE FOR 2005/06

Having considered a report on the progress of schemes funded by ODPM homelessness grant for 2004/05, the grant funding for 2005/06 and the schemes recommended for funding for that year, it was

RESOLVED:

- (a) that the update on the progress of the homelessness preventative and support schemes funded through ODPM homelessness grant be noted;
- (b) that the level of ODPM homelessness grant funding for 2005/06 be noted;
- (c) that the submissions for the funding of schemes recommended by the Bromsgrove Homelessness Steering Group from the 2005/06 homelessness grant be approved;
- (d) that the Head of Strategic Housing, in consultation with the Portfolio holder for Community Safety and Strategic Housing, be authorised to approve recommendations made by the Homelessness Steering Group for the allocation of any further underspend in the grant for 2005/06 in support of existing or new schemes.

201/04

AFFORDABLE HOUSING – BUY BACK OF FORMER COUNCIL PROPERTIES FROM OWNER OCCUPIERS

The Cabinet considered an application by Bromsgrove District Housing Trust (BDHT) to retain the balance of a grant which had been awarded to meet the cost of converting accommodation in the High Street into flats for letting as affordable housing, to be used instead for the purchase of former Council dwellings for re-letting to homelessness nominees. Following discussion, it was

RESOLVED: that the remaining £65,000 of the budget originally granted to BDHT for conversion of accommodation in the High Street be retained by BDHT for the purchase of former Council dwellings for re-letting to homeless nominees.

202/04

REVENUE BUDGET 2005/06

(The Chairman agreed to the consideration of this item as a matter of urgency as a decision was required thereon before the next meeting of the Executive Cabinet).

The Corporate Director (Resources) reported that the approved Revenue Budget for

2005/06 included the provision of £99,000 to meet the expected impact of an increase in landfill tax. However, it had now been clarified that there would be no impact on the Budget.

It was therefore proposed to re-allocate this sum to supplement the provision included in the Budget for the Council's contribution to the Recovery Plan. Following discussion, it was

RECOMMENDED: that the £99,000 allocated in the Revenue Budget for 2005/06 to meet the anticipated cost of landfill tax be re-allocated to supplement the resources included in the Budget as the Council's contribution to the Recovery Plan.

203/04

LOCAL GOVERNMENT ACT 1972

RESOLVED: that, under Section 100A(4) of the Local Government Act 1972, the public be excluded from the Meeting during the consideration of the items of business the subject of the following Minutes on the grounds that they involve the likely disclosure of "Exempt Information" as defined in Part I of Schedule 12A to the Act, the relevant paragraph of that part being as set out below:-

<u>Minute No.</u>	<u>Paragraph(s)</u>
204/04	7
205/04	7
206/04	7, 8 and 9
207/04	7
208/04	7

204/04

AFFORDABLE HOUSING – MIXED SHARED OWNERSHIP AND LOW COST SCHEME

Following consideration of the report, it was

RESOLVED: that a local authority capital grant of £542,586 be awarded to West Mercia Housing Group to enable the provision of a mixed affordable housing development of 20 units of Low Cost and Shared Ownership dwellings at Aston Fields.

205/04

GRANT FUNDING OF SUPPORTED HOUSING FOR ADULTS WITH LEARNING DISABILITIES

Following consideration of the report, it was

RESOLVED: that a local authority capital grant of £25,000 be made available to assist Rooftop Housing to purchase the supported group home for adults with learning disabilities as detailed in the report.

206/04

DOLPHIN CENTRE – CATERING CONTRACT

Following consideration of the report, it was

RESOLVED:

- (a) that approval be given to the Council entering into a contract with Elliance Restaurants in relation to the provision of Catering Services at the Dolphin Centre, on the terms outlined in their proposal;
- (b) that the Director of Leisure Services and Head of Legal Services be authorised to finalise the terms of the contract with the Company.

207/04

COUNCIL TAX WRITE-OFFS

Following consideration of the report, it was

RESOLVED: that the Council Tax arrears set out in Appendix 1 of the report

totalling £44,729.52 be written off as irrecoverable.

208/04

DISCRETIONARY RATE RELIEF APPEAL – NATIONAL NON-DOMESTIC RATES

Following consideration of the report, it was

RESOLVED: that 100% Discretionary Rate Relief be awarded in respect of Bromsgrove Royal British Legion for the period 1st April 2004 to 31st March 2006.

(NOTE: Councillor R. Hollingworth took no part in the discussion and did not vote on this item as he had been involved in hearing an earlier appeal by the organisation concerned).

The Meeting closed at 8.55 p.m.

Chairman

BROMSGROVE DISTRICT COUNCIL

MEETING OF THE MEMBER DEVELOPMENT WORKING GROUP

Monday, 4th April 2005, at 6.00pm

PRESENT: Councillors G. N. Denaro (Chairman), Mrs. K. M. Gall (Vice-Chairman), A. L. Deakin, B. L. Fuller C.B.E.,Q.F.S.M., D. Hancox, Ms. J. A. Marshall, N. Psirides J.P., C. R. Scurrall and E. C. Tibby.

OBSERVERS: Councillors Mrs. S. J. Baxter and W. R. Newnes.

20/04 **APOLOGIES**

An apology for absence was received from Councillor A. J. Dent.

21/04 **MINUTES**

The Minutes of the Meeting of the Working Group held on 2nd March 2005 were submitted.

RESOLVED: that the Minutes of the Meeting held on 2nd March 2005 be approved and confirmed.

22/04 **E.MEMBERS PROGRESS**

The Head of IT Services gave an update on progress relating to IT matters. He informed the Group that the Members' IT room had been completed and equipment, including two new PC's and two screens and keyboards to be used within Members' Notebooks, had been installed. The programme for provision of Notebooks and printers to those Members who had requested them was now proceeding. The programme would also involve various levels of IT training for Members, either on a one-to-one basis or in groups as appropriate and the training would be tailored to meet the needs of the individual Members. Further consideration had been given to the provision of internet connections for Members at their homes. Members continued to express concern regarding the need to distinguish between their private usage of the internet and use relating to Council business. In addition, concerns were raised regarding network security and how restriction of access to confidential documents/communications could be ensured. Following discussion, it was

RESOLVED: that the report be noted and that further consideration be given to addressing the issues of security and internet connections.

23/04 **FORMAT FOR TRAINING NEWS**

Consideration was given to appropriate methods of providing Members with information on training events/news, particularly when Members had been unable to attend particular events. Examples of a number of newsletters produced by other Local Authorities were displayed. It was felt that much of the impact of training sessions was lost without the interaction between participants but that it would be helpful to explore ways of disseminating follow up information other than a newsletter such as the use of videos or DVD's. It was

RESOLVED: that Members continue to be provided with any appropriate follow up information/notes on training sessions and information be provided on the Members' portal.

24/04

TRAINING MATTERS

The Group considered the report on the three recent training events relating to Overview and Scrutiny, West Midlands Member Development Charter and The Freedom of Information Act. It was felt that the standard and benefits of the training had been variable.

RESOLVED: that the report be noted.

25/04

WEST MIDLANDS MEMBER DEVELOPMENT CHARTER

Consideration was given to the West Midlands Member Development Charter which had been the subject of the recent training event at Avoncroft Museum attended by a number of Members.

It was recognised that to sign up to the Charter at this stage would result in a commitment to meeting the requirements of the Charter which may have significant financial and resource implications for the Authority. It was felt that whilst the Authority was committed to the aims of the Charter and was moving towards improving the performance of the Authority through the development of elected Members, it was necessary to explore further the costs and benefits of signing up to the Charter. It was

RESOLVED: that no action be taken to formally enter into the West Midlands Member Development Charter at this stage until the resource implications have been fully explored, together with the potential benefits, but that in the meantime the Authority's intention to work towards meeting the aims and objectives of the Charter be re-affirmed.

26/04

POTENTIAL LEARNING PROGRAMME

It was reported that following consultation with Members, a list of Areas of Development and interest had been produced to assist with the development of a structured training programme for Members. Following discussion, it was

RESOLVED: that a further report be submitted following investigation of the training available within the areas identified by Members.

27/04

MENTORING

It was reported that further information on the identification of mentors for political groups other than the Conservative Party was awaited.

RESOLVED: that the position be noted.

28/04

CORPORATE IDENTITY

Consideration was given to the possibility of raising the profile of the Authority by way of including the name/corporate logo of the Authority on items such as folders/bags/pens etc. It was

RESOLVED: that a further report be submitted regarding the cost of obtaining appropriate items which could bear the Council's logo with a view to raising the corporate identity of the Authority.

29/04

DATE OF NEXT MEETING

It was agreed that the next Meeting of the Working Group would take place at 4.30 p.m. on Thursday, 12th May 2005.

The Meeting closed at 7.30 p.m.

Chairman

BROMSGROVE DISTRICT COUNCIL

EXECUTIVE CABINET MEETING

WEDNESDAY 13TH APRIL 2005

ADMINISTRATIVE SERVICES BUSINESS PLAN 2005/6

Responsible Portfolio Holder	Leader of the Council
Responsible Head of Service	Vince Harrison

1. SUMMARY

- 1.1 To seek Members' approval of the draft Administrative Services Business Plan for 2005/6.

2. RECOMMENDATION

- 2.1 That Members approve the draft Administrative Services Business Plan for 2005/6.

3. BACKGROUND

- 3.1 The plan is the first to be produced in the new corporate style, the intention being to have a common, but dynamic approach.

In summary it :

- ❖ Sets out the services provided, including those provided with our partner organisations, in the public, private and voluntary sectors, and work-load levels.
 - ❖ Details service performance over the past year, with reference to both successes and failures, and measures to address failures and improve performance.
 - ❖ Describes the challenges and service targets for the next financial year, and the resources available (staff and financial) to tackle them.
 - ❖ Sets out the linkages between the Community Plan, Corporate Plan, in particular, the Council's key objectives, the Recovery Plan, Medium-Term Financial Plan, Best Value Performance Plan, Service Business Plans and Staff Training and Development Plans, thus demonstrating the importance of their inter-relationship to performance management and ultimately the successful provision of customer-focused, quality services by the Council.
- 3.2 A copy of the Draft Business Plan, is shown at Appendix 1 to the report for Members' consideration.

4. FINANCIAL IMPLICATIONS

- 4.1 The financial implications of the Business Plan were taken into account when producing the Council's Revenue and Capital Budgets for 2005/6.

5. RISK MANAGEMENT CONSIDERATIONS

- 5.1 Approval and implementation of the Business Plan will assist in ensuring that service resources are used in a focused, well managed way, thus maximising the ability of service managers and their staff to achieve key service objectives, and minimising the risk of service failure.

6. PERFORMANCE MANAGEMENT CONSIDERATIONS

- 6.1 It will be essential to monitor progress against agreed service objectives and to take intervention measures if required, to ensure that Administrative Services strongly contribute in a prioritised, well managed manner, towards the achievement of elements of the Council's Recovery Plan, Community Safety Strategy, and in particular, the Council's Objectives as set out in the Community Plan, Best Value Performance Plan and Draft Corporate Plan.

7. EQUALITIES IMPLICATIONS

- 7.1 Two major service objectives contained within the Business Plan, are improving access to services for our customers and customer focus. These objectives will primarily be achieved through the Council's new Customer Services Centre, and the provision of comprehensive and readily accessible service information through the Council's web site.

8. BACKGROUND PAPERS

None.

Contact Officer

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4th April 2005.



Administrative Services Division

Service Business Plan

1St April 2005 - 31st March 2006



bromsgrove council

www.bromsgrove.gov.uk

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Introduction

Our Service

The role of the Administrative Services Division includes a wide range of activities, such as committee administration, electoral services, local land charges, licensing, printing, valuation service, cemeteries administration, secretarial and clerical duties for the division, as well as planning related administrative work.

The division operates in close liaison with the other directorates of the Council. Teamwork is crucial in providing many of the division's services, and without the involvement of other divisions, the task would be impossible.

Our Year and Our Challenges for the Future

Committee Services

The Committee Services section is dealing with an agenda of constant change as the Council re-organises its political and constitutional structures. This is likely to continue in 2005/6. Work is now beginning on a programme of member development, which is expected to intensify during 2005/6, with the Council likely to work towards accreditation under the WMLGA Member Development Charter.

Land Charges

The Council has already introduced Level 2 of NLIS (under which searches can be received and sent out electronically), but there will also be an eventual need to upgrade to Level 3, under which the client will be able to carry out a full electronic search through a national hub.

The maintenance of the present high standard of service (government targets for the return of searches have been met in each of the last 9 years) is of paramount importance.

Electoral Registration

Key issues for the near future include:

- implementation of recommendations arising from the County Council's Periodic Electoral Review;
- the introduction of modernised voting methods, such as internet or telephone voting and automated counting;
- an increase in the number of elections as a result of new elected bodies and the possibility of UK and Regional referendums.

Licensing

The major factor affecting the Licensing Section was the introduction of the Licensing Act 2003, which replaces the current requirement for separate licences for the sale of alcohol, public entertainment and late night refreshment, which will be replaced by a single integrated system whereby venues will be required to obtain a premises licence to cover all such activities from the Local Council, while people selling alcohol will be required to obtain Personal Licences. Much of the work involved has, until now, been carried out by the Magistrates' Court and will now be transferred to local Councils, in February 2005.

2004 has also seen the presentation of the draft Charities Bill, which has been published for pre-legislative scrutiny. If enacted, the Bill will amend the law about charities; and to make further provision about fund-raising carried on in connection with charities and other institutions. This could have an impact on how the Council deals with applications for charitable collections.

In addition to the draft Charities Bill, DCMS has also published a draft Gambling Bill that was placed before Parliament in Autumn 2004, with a view to Licensing Authorities receiving applications in 2006. The purpose of the Bill is to modernise gambling legislation, consolidating the existing legislation, into a single Act. The majority of this work is currently undertaken by the Magistrates' Court, but it is expected that some duties will be reallocated to Local Authorities.

Property & Valuation

The Council's Housing Stock has now transferred to Bromsgrove District Housing Trust; consequently, the Council is no longer required to process Right to Buy applications. However, the Department is still involved in the valuation of properties on behalf of BDHT, in the administration of nominations for the Council's low cost housing schemes, and in the valuation of those properties made available for repurchase.

As far as the monitoring of the use of the Council's land is concerned, leases and tenancy agreements are regularly monitored to ensure that rent reviews are carried out and that the Council receives an up-to-date level of rent/payment for agreements which are already in force. However, there is probably a need to ensure a tighter Council-wide system of monitoring, to ensure that unauthorised use is not made of the Council's land.

The Property and Valuation Officer is now designated as the Council's lead officer in respect of asset management and maintains the Council's asset register.

Cemeteries

The new North Bromsgrove Cemetery was consecrated in December 2002. It is expected that in early 2005, all grave spaces for coffins at Bromsgrove Cemetery will have been used and that the first burials will be taking place at North Bromsgrove Cemetery.

Secretarial and Clerical Services including Main Reception

Lack of filing space has been a constant problem, only partly resolved by the storage of some files at the Council's Central Depot. A number of document files that were no longer required have now been destroyed, thus freeing up some storage space.

The opening of the Customer Service Centre in early 2005 is likely to entail a reorganisation of the Secretarial, Clerical and Reception staff, following the closure of Departmental Reception Points at the Council House. This will be undertaken in 2005/6.

FINALLY....

Through the use of technology and modern business practices, e-Government plays a key role in helping the Council to streamline and develop the services that it provides.

The Council has outlined a strong commitment to e-Government and is committed to transforming its services in order to best meet the needs of its citizens.

Improving working relationships and engaging effectively across all areas of the Council is very important to us and we need feedback to help us to do this. We would be grateful to receive your comments regarding our plans for the future and a feedback form is included at the back of this document for you to use.

Council Values and Priorities

Service Mission Statement

To contribute to the achievement of the Council's corporate objectives, continue to work closely with all Directorates of the Council, as well as ensuring that the Council's decision-making process functions in an efficient and democratic way and complies with all legal requirements.

Professional & National Standards

We will work to professional standards as follows:-

- Council Policies, Procedures and Constitution
- Member of a number of Countywide networks, such as scrutiny, licensing, electoral registration, and land charges
- Chartered Institute of Secretaries
- Institute of Licensing
- Institute of Burial and Cremation Administration
- Appropriate Government Legislation

Areas of Focus

The six Council objectives are:	In 2005/06 we will:
<ul style="list-style-type: none"> • To provide a clean, safe and attractive environment 	<ul style="list-style-type: none"> • Implement further alcohol free zones and the Licensing Act
<ul style="list-style-type: none"> • To develop and implement an effective local development framework 	<ul style="list-style-type: none"> • Continue to support the planning process via work connected with enforcement and tree preservation orders.
<ul style="list-style-type: none"> • To develop a caring, socially aware society 	<ul style="list-style-type: none"> • Work in partnership with external agencies to Protect of children through the Licensing Act
<ul style="list-style-type: none"> • To develop and sustain a strong and expanding economy 	
<ul style="list-style-type: none"> • To provide sustainable culture and leisure opportunities 	<ul style="list-style-type: none"> • Work with applicants to provide a diverse range of culture and leisure opportunities through the Licensing Act
<ul style="list-style-type: none"> • To be an efficient and effective Council 	<ul style="list-style-type: none"> • Build upon existing partnership arrangements

Recovery Plan Issues

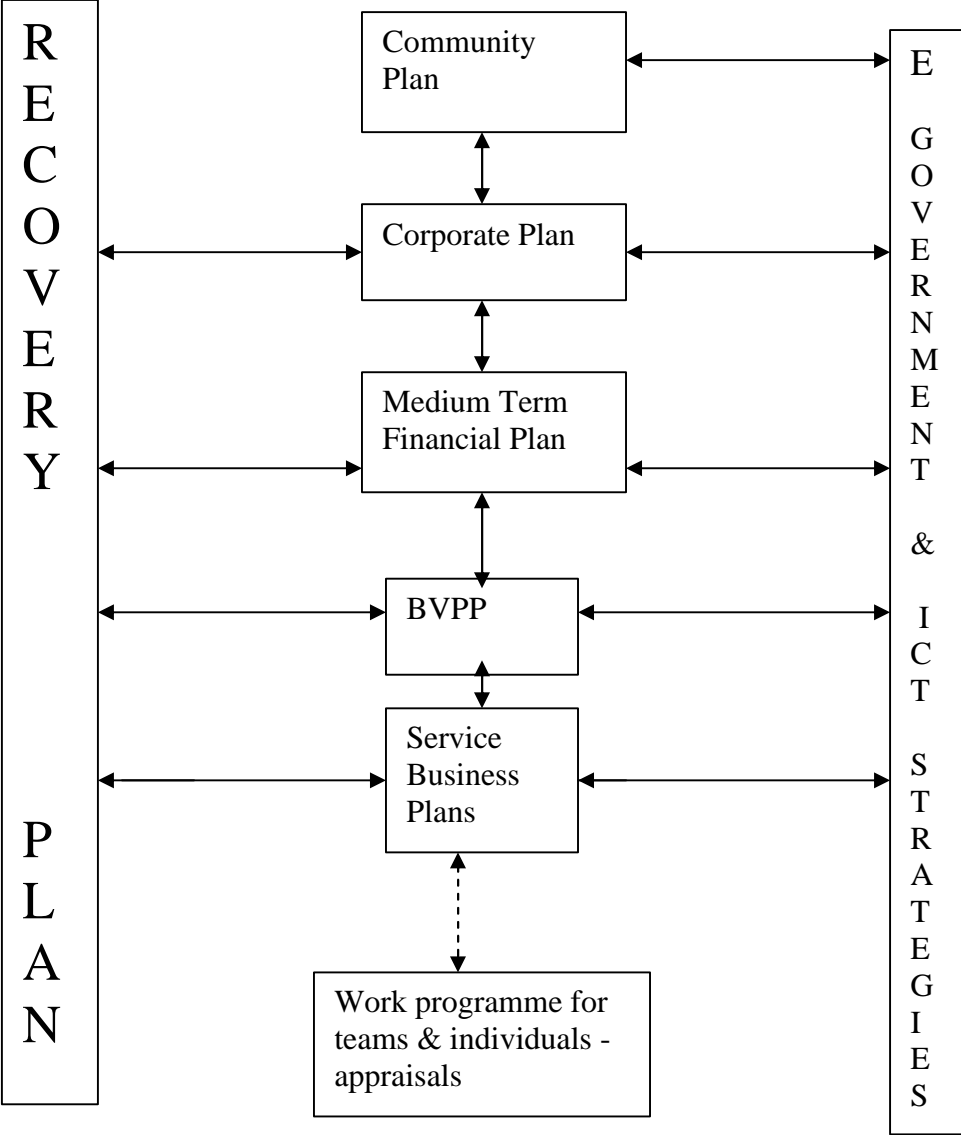
The Related Recovery Plan Themes are:	In 2005/06 we will:
<ul style="list-style-type: none"> Corporate Leadership 	<ul style="list-style-type: none"> Review the Council's Constitution, including delegation to Officers and Portfolio Holders
<ul style="list-style-type: none"> Corporate Leadership 	<ul style="list-style-type: none"> Review the Standards of Conduct and Accountability relating to Officers and Members
<ul style="list-style-type: none"> Modernisation and Cultural Change 	<ul style="list-style-type: none"> Introduce a programme of 'Rewarding Relationship' training to improve working relationships within and between staff and elected Members
<ul style="list-style-type: none"> Political Leadership 	<ul style="list-style-type: none"> Introduce a member development programme to support political and community leadership roles
<ul style="list-style-type: none"> Political Leadership 	<ul style="list-style-type: none"> Review the process and role of Scrutiny and make recommendations for improvement

ICT and e-Government National and Local Projects that affect this service

Priority Area
<ul style="list-style-type: none"> To promote greater public involvement in local decision-making and to enhance the representative role of Councillors in the community through the use of technology. Increase public consultation online.
<ul style="list-style-type: none"> Processing Licensing applications online.
<ul style="list-style-type: none"> Supporting new ways of working through active policy and practice enabling council members and staff to work from home or way from the office base. Establishment of e-skills training programme for council members and staff. All Members to have access to ICT facilities giving improved access to council information and provision of a Members Portal.
<ul style="list-style-type: none"> Giving easy access to Council information online, such as Committee agendas and minutes.
<ul style="list-style-type: none"> Continued progress in moving to level 3 of the National Land Information System, to improve the quality and efficiency of the Land Charge Search service delivery.

Business Framework

How Our Key Plans Fit Together



The framework provides a process for continued improvement.

Meeting Customer Needs

Our customer base includes residents, elected members, Local Strategic Partnership, voluntary/business sector partners, Officers and users of Services.

<p>In 2004/05 We Have:</p> <ul style="list-style-type: none"> ▪ Held a public meeting and sent out initial guidance on the new Licensing Act to all current licence holders ▪ Carried out a review of Taxi Rank provision ▪ Administered the European Parliamentary Election and two local by-elections. Met all legal deadlines in relation to electoral registration and administration. ▪ Produced scrutiny committee work programmes, together with a guidance booklet outlining the scrutiny procedures and best practice. ▪ Reviewed and increased delegation to Officers in several areas of activity ▪ Re-designed the format for committee agendas ▪ Developed the Council's website in respect of Licensing ▪ Carried out all staff appraisals within the Division. 	<p>This year We will:</p> <ul style="list-style-type: none"> ▪ Will continue to keep licence holders informed of the new provisions of the Licensing Act. ▪ Be involved in administering the County Council Election, probably a General Election and possibly a referendum. Will continue to meet deadlines. ▪ Develop the scrutiny process further ▪ Be involved in a fundamental review of the scheme of delegation and continue to identify areas of work that can be delegated to Officers ▪ Be involved in further website development in respect of e-democracy ▪ Continue with staff appraisals.
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Working Together

- **External Partnership arrangements**
- **Learning from and sharing with other service providers, agencies, businesses and the community**

In 2004/05 we have:	This year we will:
<ul style="list-style-type: none"> ▪ Carried out a customer satisfaction survey of spotlight meetings ▪ Helped to develop county-wide networks with other authorities to consider best practice and a common approach. ▪ Consulted on the Council's Statement of Licensing Policy ▪ Been involved in forming a local Licensing Forum ▪ Introduced a number of Alcohol Free Zones in partnership with Parish Councils ▪ Involved external agencies in Scrutiny Task Groups ▪ Developed a constitution for the Local Parish Councils' Forum and put forward a Parish Charter for Bromsgrove. 	<ul style="list-style-type: none"> ▪ Continue to develop the spotlight meetings in conjunction with partner organizations ▪ Continue to develop partnership working. ▪ Use the Forum to monitor the implementation of the new licensing system. ▪ Work with external agencies to implement further schemes ▪ Continue to involve external agencies to develop a common and co-ordinated approach to problem areas. ▪ Work towards approval of the Charter

Our Performance

Admin Services only has one best value performance indicator; the indicator relates to standard local land searches, for a number of years, performance has exceeded the target set.

<p>In 2004/05 we have:</p> <ul style="list-style-type: none"> ▪ Carried out all standard searches in 10 working days and achieved 100% against (BV179) 	<p>This year we will:</p> <ul style="list-style-type: none"> ▪ Continue to carry out all standard searches in 10 working days to achieve 100% target against BV179. We will also continue to achieve this target for 2006/07.
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In 2005/6 Administrative Services will introduce a number of local indicators, they are:

- Production of committee minutes within 5 working days (except Planning Committee)
- Production of committee minutes within 10 working days (Planning Committee only)
- Return of information for Register of Electors from 75% of properties (note: following withdrawal of personal canvassing, achievement of this target will be largely out of the Department's control)

<p>Areas where we didn't achieve</p> <p>None last year</p>
<p>What we are doing about it</p> <p>Not applicable</p>
<p>Anything key or special that we learnt? Significant or unexpected learning.</p> <p>Not applicable</p>

Resources

- **Financial**

2003/04 Actual net spend	2004/05 Estimated net spend	2005/06 Projected net spend
1,220,214	850,010	790,274

The costs and establishment for 2005/06 are set out below:

Expenditure / Income	Cost	Notes
<i>Employee costs</i>	£733,553	<i>30 staff (includes training and professional subs)</i>
<i>Premise costs</i>	£600	
<i>Transport costs</i>	£21,385	
<i>Supplies and Services</i>	£400,119	
<i>Contract Services</i>	£50,200	
<i>Transfer Payments</i>	£0	<i>No transfer payments</i>
<i>Support Service Costs</i>	£1,130,300 <i>(estimated cost)</i>	<i>Support Service recharges are in the process of being recalculated on a more appropriate basis.</i>
<i>Capital Costs</i>	£26,700	
Total Expenditure	£2,362,857	
<i>Income</i>	£1,572,583	
Net Expenditure	£790,274	

(Figures from 2005/6 base budget dated 24/11/04 and subject to alteration)

Details of any key efficiencies achieved:-

- | |
|--|
| <ul style="list-style-type: none"> • Establishment of Division reduced by 2.5 posts |
|--|

• Staffing

Name	Brief Details of Duties	Room No	Tel Ext	E mail address
Vince Harrison	Head of Administrative Services - Overall responsibility for the Division, Monitoring Officer, Lead Officer for Ombudsman complaints	129A	1419	v.harrison@bromsgrove.gov.uk
Karen Firth	Committee Group Leader - Executive: Chairmen's Group, the forward plan and has joint responsibility for Cabinet	33	1625	k.firth@bromsgrove.gov.uk
Rosemary Cole	Officers' Management Team, Senior Management Team, Member Development Committee and shares joint responsibility for Cabinet	33	1409	r.cole@bromsgrove.gov.uk
Sharon Chaplin	Secretary to Chairman of the Council (p/t)	33	1484	s.chaplin@bromsgrove.gov.uk
John Wright	Committee Group Leader - Scrutiny & Regulatory: Policy & Strategy Scrutiny Committee, Standards Committee	25	1411	j.wright@bromsgrove.gov.uk
David Terry	Planning Committee and planning related administrative work	25	1408	d.terry@bromsgrove.gov.uk
Andy Jessop	Health & Leisure Scrutiny Committee, planning related admin work	25	1406	a.jessop@bromsgrove.gov.uk
Della McCarthy	Housing & Planning Policy Scrutiny Committee, Equalities Champion	25	1407	d.mccarthy@bromsgrove.gov.uk
Andy Stephens	Parish Forum, admin services web-pages, planning appeals	25	1410	a.stephens@bromsgrove.gov.uk
Sharon Smith	Principal Licensing Officer - Implementation of the Licensing Act and general licensing	25a	1626	sharon.smith@bromsgrove.gov.uk
John Cutler	Taxi Licensing	25a	1405	j.cutler@bromsgrove.gov.uk
Jayne Williams	Assists in all aspects of licensing	25a	1474	j.Williams@bromsgrove.gov.uk
David Rogers-Davies	Valuation service for the Council, asset management	27	1415	d.rogers-davies@bromsgrove.gov.uk

Jack Weir	Photocopiers Print Room Stationery	22	1416	j.weir@bromsgrove.gov.uk
Glynis Wadams	Photocopiers Print Room Stationery (p/t)	22	1416	
Paul Baggott	Local Land charges	129	1420	p.baggott@bromsgrove.gov.uk
Roy Espley	Local Land charges	129	1420	r.espley@bromsgrove.gov.uk
Sharron Kibble	Cemetery administration Spotlight meetings	129	1481	s.kibble@bromsgrove.gov.uk
Julie Wheeler	Electoral Registration	129	1422	julie.wheeler@bromsgrove.gov.uk
Moira Pritchford	Assists with electoral registration, cemetery administration and local land charges (p/t)	129	1421	m.pitchford@bromsgrove.gov.uk
Candy Brown	Assists with electoral registration, cemetery administration and local land charges (p/t)	129	1421	c.brown@bromsgrove.gov.uk
Wendy Watts	Secretarial Supervisor for the Division	34	1200	w.watts@bromsgrove.gov.uk
Annita Wilson	Secretarial and Clerical duties for the Division	31	1404	a.wilson@bromsgrove.gov.uk
Chris Elliott	Clerical duties(p/t)	34	1403	c.elliott@bromsgrove.gov.uk
Kim Healey	Clerical duties(p/t)	34	1403	k.healey@bromsgrove.gov.uk
Brenda Smith	Clerical duties(p/t)	34	1403	b.smith@bromsgrove.gov.uk
Charlie Harvey	Secretarial	31	1404	c.harvey@bromsgrove.gov.uk
Vicky Gumbley	Main reception (p/t)			
Lynn Morris	Main Reception (p/t)		873232	lynn.morris@bromsgrove.gov.uk
Pearl Cutler	Main Reception (p/t)		873232	p.cutler@bromsgrove.gov.uk
Jayne Tillsley	Mail Reception (p/t)		873232	j.tillsley@bromsgrove.gov.uk

Portfolio Holder details: No specific Cabinet Member has been assigned to Admin Services.

The Council is mindful that staff development is key to corporate improvement and will look to including this in its Corporate Plan and financial arrangements.

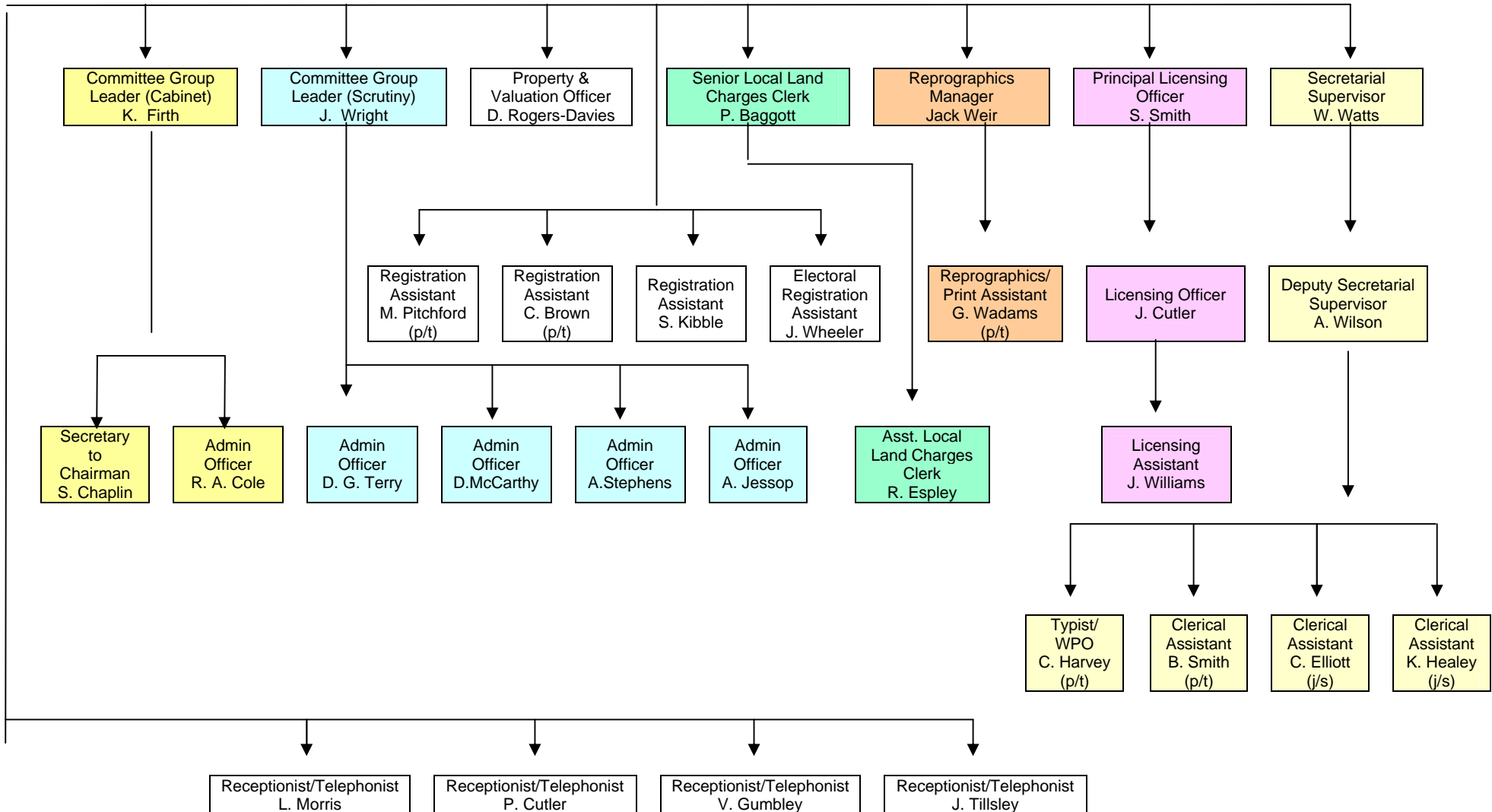
ADMINISTRATIVE SERVICES

Head of Administrative Services

V. Harrison



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Admin Services Structure Chart/Business Plans/ds

Service Improvement Action Plan

The Administrative Services Division has not been subject to any external assessment by the Council's auditors, KPMG, or Corporate Governance Inspections.

Furthermore, the Division has not yet been subject to any internal Best Value Reviews.

Areas of Service Identified for Improvement

Key Problems/Issues	Actions to Address	Timescale
Member Development	Explore partnership working of member development and introduce a member development programme	December 2005
Cross party working	Introduce processes that facilitate cross party working	September 2005
Scrutiny Process	Review the process and role of scrutiny and make recommendations for improvement	October 2005
Improve working relationships between staff and elected members	Introduce a programme of 'Rewarding Relationship' training to improve working relationships within and between staff and elected members.	September 2005
Standards of conduct and accountability	Review the standards of conduct and accountability relating to officers and members.	March 2006
Scheme of delegation	To review delegation procedures to officers and portfolio holders.	July 2005

Quarterly monitoring will take place in respect of the areas of service identified for improvement.

Comments and feedback form

We would like your views on this booklet. Please detach this page and send it to:

The Audit & Policy Section
The Council House
Bromsgrove

1. How helpful have you found this booklet?

.....
.....
.....
.....

2. What did you particularly like about it?

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.....
.....

3. What aspects can be improved? How?

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.....

4. Any other comments?

.....
.....
.....
.....

Name (Optional):.....

Service:
.....

BROMSGROVE DISTRICT COUNCIL

EXECUTIVE CABINET

13th April 2005

AUDIT & POLICY SERVICE BUSINESS PLAN 2005/06

Responsible Portfolio Holder	Councillor R. Hollingworth
Responsible Head of Service	Corporate Director - Resources

1. SUMMARY

1.1 To see Members' approval of the Audit and Policy Service Business Plan for 2005/06.

2. RECOMMENDATION

2.1 That the Audit and Policy Service Business Plan for 2005/06 be approved.

3. BACKGROUND

3.1 The plan is the first to be prepared in the revised format introduced to improve, simplify and in a consistent manner reflect relevant service and corporate information. It addresses the Recovery Plan action to improve service performance through a review of business planning and performance management.

3.2 The plan, as set out in Appendix 1, aims to:

- Explain clearly the purpose of the service
- Inform of successes and failures and what we have learnt from these
- Demonstrate performance achievements
- Exhibit links to the major strategic plans and the Recovery Plan
- Inform about customer identities, needs and opinions
- Detail an action plan of key changes

4. FINANCIAL IMPLICATIONS

4.1 Any financial implications within the plan have taken into account the Council's Revenue and Capital Budgets for 2005/06.

5. RISK MANAGEMENT

5.1 The approval of the Service Business Plan will provide a clear and precise focus against the background of the Community, Corporate and Recovery Plans. Resources will be well managed, monitored and reviewed to meet the requirements of the Council Recovery Plan and minimise any risk of failure to deliver the service in an efficient and effective manner.

6. PERFORMANCE MANAGEMENT

- 6.1** There will be continual monitoring of service delivery against the Service Business Plan objectives and where necessary, immediate action will be taken to address any deviations from it to ensure that a good service is provided to all our customers, internal or external.

Background Papers

None

Contact officer

Name Mrs. B. Haswell
E Mail: b.haswell@bromsgrove.gov.uk
Tel: (01527) 881289

SERVICE BUSINESS PLAN

Audit & Policy Service

1St April 2005 - 31st March2006



bromsgrove council

www.bromsgrove.gov.uk

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Introduction

Our Service

Within the umbrella of the Corporate Director - Resources, the Audit & Policy section consists of two teams, reporting to the Audit and Policy Manager.

We provide a variety of services primarily to other Council employees and Members, but also to key partners and the community, ultimately aiming to help all departments provide the most efficient, effective and economic service possible given the resources available.

In the Audit team of four full time staff, we carry out checks and assessments to see what improvements can be made to how things are done in order to streamline processes. We have regard to the need to build in controls, which prevent loss, and to minimize the risk of loss or misappropriation of assets. The Council has in 2005/06 been given statutory responsibility as category 1 responders under the Civil Contingencies Act 2004, under which we have the remit to co-ordinate the Councils response.

In the Policy team of five full time staff, we explore new and innovative ways of working and assist in improvement in areas of partnership working, procurement of goods and services, performance and risk management, consultation techniques and strategic policy making. Issues of a corporate governance nature feature highly too with involvement in Comprehensive Performance Assessment preparations, Communication improvements and external Audit Commission annual inspections including in the future, direction of travel assessments.

Our Year

In 2004-05 we spent time and effort improving our departmental organization to meet the expected requirements of our customers, our external assessors and national guidance and legislation. We have aimed to explain simply what we do and how we can assist in the achievement of Council aims and objectives as outlined in the Community and Corporate Plans. We have mapped our objectives and how we will measure our performance against them, onto the Councils corporate Performance Management software system

Our focus has been and continues to be, to systematically approach the requirements detailed within the Council Recovery Plan that directly affect us and to ensure that our processes and work programmes are designed to maximize the full potential of the resources to hand. We identified a need to consult more with our in house partners with regard to the areas we focus on and we have endeavoured to keep senior management and Members up to date with relevant matters affecting our commitment to the Council key objectives, particularly that of "To be an efficient and effective Council".

We have a wide remit that is challenging and demanding and we have tried to allocate our resources to meet the changing needs that support a Council undergoing vast change and improvement, working in cooperation with our external auditors, KPMG.

Our Challenges for the Future

Responding to internal and external demand placed upon our time and to past criticisms from external bodies, the structure of the section and availability of resources was considered in detail in 2004. Executive Cabinet in September 2004 approved the changes requested that meant two additional full time posts, one in each team.

We will aim to make everyone more aware of what service we offer, consult with them on how best to provide that service to meet their expected need, where possible, at the same time ensuring that we fully meet our statutory obligations.

There is a greater need for Audit to focus on:

- financial areas of activity enabling a closer and more efficient working relationship to exist with our external auditor, thus minimizing financial costs charged to the Council by doing the work in-house.
- looking into the acquisition of a computer-based system to enhance and develop the management of the available resource.
- addressing the changing requirements needed to become a modern audit service by innovative thinking and exploring ways of working that will provide learning from the best/excellent councils nationally.
- steering the changes required under the Civil Contingencies Act 2004 as a Category One responder.

The policy team will be focused on:

- instilling a culture of managing performance efficiently and effectively
- using the development of partnership working to its best advantage and only those that have relevance and use will be continued.
- seeking out examples of good/excellent practice from others and learn from these.
- driving forward improvements in corporate procurement
- working in partnership with the audit team on the joint areas of risk and performance management to ensure that the required improvements in service delivery are implemented and Council objectives achieved.
- establishing a central base of Council policy documents that exhibits evidence of regular monitoring and update/revision.

Through the use of technology and modern business practices, e-Government plays a key role in helping the Council to streamline and develop the services that it provides. The Council has outlined a strong commitment to e-Government and is committed to transforming its services in order to best meet the needs of its citizens.

Improving working relationships and engaging effectively across all areas of the Council is very important to us and we need feedback to help us to do this. We would be grateful to receive your comments regarding our plans for the future and a feedback form is included at the back of this document for you to use.

Council Values and Priorities

Service Mission Statement

The Audit and Policy section will make best efforts to provide the Council with the support, advice and guidance that it needs to enable it to provide services that are modern, safe and secure and reflect the needs of the community, whilst ensuring that compliance with statutory and legal, central and local government legislation, is evident.

Professional & National Standards

The teams will work under the relevant Local Government Acts, guidance and legislation as issued by Government. The audit team operates according to the CIPFA Code of Practice and the requirements of the external auditor, using a risk based approach to audit management. The policy team largely refers to a series of white papers on modernizing and improving local government.

Areas of Focus

The six Council objectives are:	In 2005/06 we will:
<ul style="list-style-type: none"> To provide a clean, safe and attractive environment 	Work with others to develop effective performance management according to service standards relating to cleanliness, the environment and crime reduction.
<ul style="list-style-type: none"> To develop and implement an effective local development framework 	Work with key partners and the community to identify and develop the needs of the rural areas.
<ul style="list-style-type: none"> To develop a caring, socially aware society 	Use our involvement in the LSP to raise the awareness and commitment to the elderly, young people and access channels for the community.
<ul style="list-style-type: none"> To develop and sustain a strong and expanding economy 	Work with others to obtain community and business opinion, examples of progression and best practice, to define ways of improving our economy.
<ul style="list-style-type: none"> To provide sustainable culture and leisure opportunities 	Use research skills and partnership working to identify avenues of improved activity/service provision.
<ul style="list-style-type: none"> To be an efficient and effective Council 	Develop partnership opportunities, improve performance levels by better management and ensure that the Council operates with statutory financial and best practice regulations.

Recovery Plan Issues

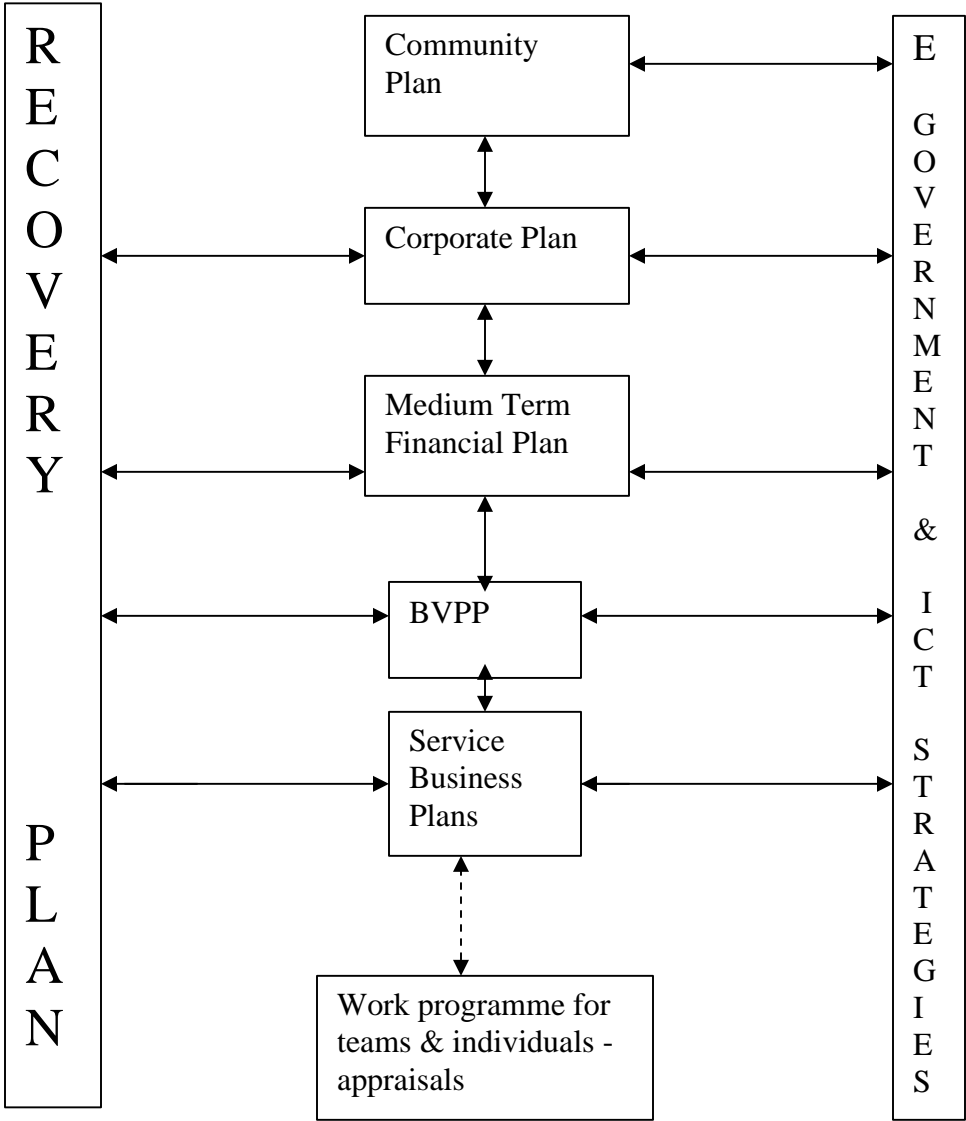
The Related Recovery Plan Themes are:	In 2005/06 we will:
<ul style="list-style-type: none"> Develop the Internal Audit Service 	<p>Prepare an audit manual, improve planning and recording and develop a modern risk based approach.</p>
<ul style="list-style-type: none"> Assist in the development of an effective system of internal control 	<p>Work with accounts staff and senior managers to comply with legislation and improve processes and security.</p>
<ul style="list-style-type: none"> Develop an effective Risk Management Strategy 	<p>Drive forward improvements in risk management techniques.</p>
<ul style="list-style-type: none"> Develop a comprehensive Procurement Strategy 	<p>Update the existing strategy, learn from others and secure strategic agreement on the way forward, thus realizing potential savings.</p>
<ul style="list-style-type: none"> Develop a comprehensive Consultation Strategy 	<p>Drive forward the preparation of the Consultation strategy and effect a joined up approach to consultation.</p>
<ul style="list-style-type: none"> Review the Council's Performance Monitoring process 	<p>Create the cultural change necessary to drive forward an effective performance management framework and culture across the Council.</p>
<ul style="list-style-type: none"> Develop benchmark process for performance 	<p>Develop our current software to assist us in establishing how we are doing, progressing and where we are nationally and locally, and in the eyes of the community and our peers.</p>
<ul style="list-style-type: none"> Develop partnership working within the LSP 	<p>Provide dedicated support to the further development of the LSP exploring and learning from other examples of good practice.</p>
<ul style="list-style-type: none"> Participate in the development of a Rural Isolation and Social Inclusion Policy 	<p>Actively participate in the workings of this action, provide research information and examples of best practice.</p>
<ul style="list-style-type: none"> Participate in the Rewarding Relationship initiative 	<p>Provide the resource to take an active role and give commitment to the development of this.</p>
<ul style="list-style-type: none"> Participate in the implementation of the Code of Conduct 	<p>Commit to providing any assistance sought and carry out any research possible to support the successful implementation of this code.</p>

ICT and e-Government National and Local Projects that affect this service:

- E-Citizen - a national Government project on involving citizens in e-technological progression

Business Framework

How Our Key Plans Fit Together



The framework provides a process for continued improvement.

Meeting Customer Needs

Indirectly, our customers are the community and visitors to the district for work or pleasure through our support work aimed at developing and improving the workings of the Council and subsequently the level of service it provides.

Directly we work with all internal departments, Members, government agencies and external assessors, providing reviews, assessment and improvement suggestions for working practices and to ensure compliance with secure internal controls, statutory requirements and best practice initiatives, crucial to ensure that we become an excellent Council.

<p>In 2004/05 We Have:</p> <ul style="list-style-type: none"> • Held a workshop day with partners on the Community Plan progress • Consulted with our Customer Panel on e-Government initiatives • Worked with other Worcestershire councils on joint procurement initiatives to improve efficiency • Liaised with Redditch and Wyre Forest Councils to explore joint arrangements for emergency planning initiatives • Improved partnership working with the Worcestershire Emergency Planning Unit in light of new statutory responsibilities under the Civil Contingencies Act 2004. • Prepared a revised and updated Council Major Emergencies Plan. • Prepared a draft update of the Community Plan. 	<p>This year We will:</p> <ul style="list-style-type: none"> • Publish an updated summary of progress within the Community Plan • Provide an improved internal audit service. • Provide more information to the community on how the Council has performed. • Engage more with our Customer Panel seeking out views and opinions on a wider range of issues. • Produce an enhanced Procurement Strategy that will assist in efficiency savings for the Council. • Develop a revised and improved Risk Management approach across the Council, thus minimizing potential loss due to failure to recognize risk. • Improve Performance Management
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Working Together

- **External Partnership arrangements**
- **Learning from and sharing with other service providers, agencies, businesses and the community**

<p>In 2004/05 We have:</p> <ul style="list-style-type: none"> • Led the development of the Local Strategic Partnership • Produced a revised Major Emergencies Plan with the County Council • Worked with Wyre Forest and Redditch Councils on joint ventures within civil contingencies • Taken part in the Worcestershire Procurement Partnership to explore efficiency savings and improved working arrangements. • Worked with BARN, Bromsgrove and Redditch Network on voluntary sector working opportunities. • Actively worked and met regularly with other districts in relation to Internal Audit issues and progression. 	<p>This year We will:</p> <ul style="list-style-type: none"> • Continue to explore best practice and enhance the LSP • Work with partner organizations to secure savings in procurement where potential exists. • Research best practice from excellent councils in relation to risk management and performance management and learn from these examples. • Continue to research best practice from external agencies such as the Audit Commission, IdeA and ODPM and apply these techniques to corporate Council activities, especially those within the Council Recovery Plan. • Share experiences and learning within the Worcestershire and Midlands areas relating to improved internal audit techniques.
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Our Performance

There is one national Best Value Performance Indicator that falls within the remit of the section, and that is BVPi1, the preparation and update of a Community Plan.

To develop and enhance a culture of effective performance management we have established local indicators pertinent to the Audit and Policy service provision.

We have mapped our service onto the Councils corporate performance management software, and we will use this to review, monitor and update our performance objectives and targets according to a pre-determined action improvement plan.

<p>In 2004/05 We have:</p> <ul style="list-style-type: none"> • Improved internal audit by developing a comprehensive internal audit plan based on a full risk assessment. • Prepared a draft update of the Community Plan. • Created a list of local performance indicators to use in 2005-06. 	<p>This year We will:</p> <ul style="list-style-type: none"> • We will deliver at least 90% of the scheduled audit plan • Satisfy all external audit requirements relating to their reliance on internal audit activity. • Maintain service expenditure within budgetary limits • Consult with all of our internal customers on service delivery. • Produce the updated Community Plan by 31st December 2005. • Achieve an internal customer feedback good rating of 90% • Reach a productive audit time level of 65% • Complete 90% of audit assignments within set timescale • Produce the BVPP by 30th June 2005 • Ensure that departments have appropriate service continuity plans in place by 31st March 2006 • Establish a corporate performance management framework to drive us to excellent status.
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Areas where we didn't achieve

- We did not publish our updated Community Plan by the 31st December 2004 deadline.

What we are doing about it

- We are submitting a revised document to the LSP Board on 14th April 2005 and we have set a timetable, with appropriate resource allocated to the task, to ensure that the 2005 update is agreed before 31st December 2005.

Resources

- **Financial**

2003/04 Actual net spend	2004/05 Estimated net spend	2005/06 Projected net spend
Accounts not yet closed	£297,200	£313,126

The costs and establishment for 2005/06 are set out below:

Expenditure / Income	Cost	Notes
<i>Employee costs</i>	£291,088	<i>10 staff</i>
<i>Premise costs</i>	£-----	
<i>Transport costs</i>	£2,768	
<i>Supplies and Services</i>	£19,270	
<i>Contract Services</i>	£-----	
<i>Transfer Payments</i>	£-----	
<i>Support Service Costs</i>	£-----	
<i>Capital Costs</i>	£-----	
Total Expenditure	£313,126	
<i>Income</i>	£-----	
Net Expenditure	£313,126	

Support services, charges and income are excluded for the schedule.

• Staffing

Name	Brief Details of Duties	Room No	Tel Ext	E mail address
Barbara Haswell	Audit & Policy Manager	103	1289	b.haswell@bromsgrove.gov.uk
Neil Shovell	Principal Auditor	152b	1667	n.shovell@bromsgrove.gov.uk
Barbara Bretherton	Senior Auditor	152b	1629	b.bretherton@bromsgrove.gov.uk
Brenda Darton	Auditor	152b	1628	b.darton@bromsgrove.gov.uk
Steve Clarke	Auditor	152b	1286	s.clarke@bromsgrove.gov.uk
Pat Brennan	Senior Policy Officer - Performance, Risk and Best Value	152a	1295	p.brennan@bromsgrove.gov.uk
Christine Sanders	Senior Policy Officer- Strategy, Partnerships & Consultation	152a	1668	c.sanders@bromsgrove.gov.uk
Sarah Graham	Policy Officer - Performance, Best Value & Procurement	152a	1253	s.graham@bromsgrove.gov.uk
Vacancy	Policy Officer	152a		
Gill Bromwich	Policy Assistant	152A	1242	g.bromwich@bromsgrove.gov.uk

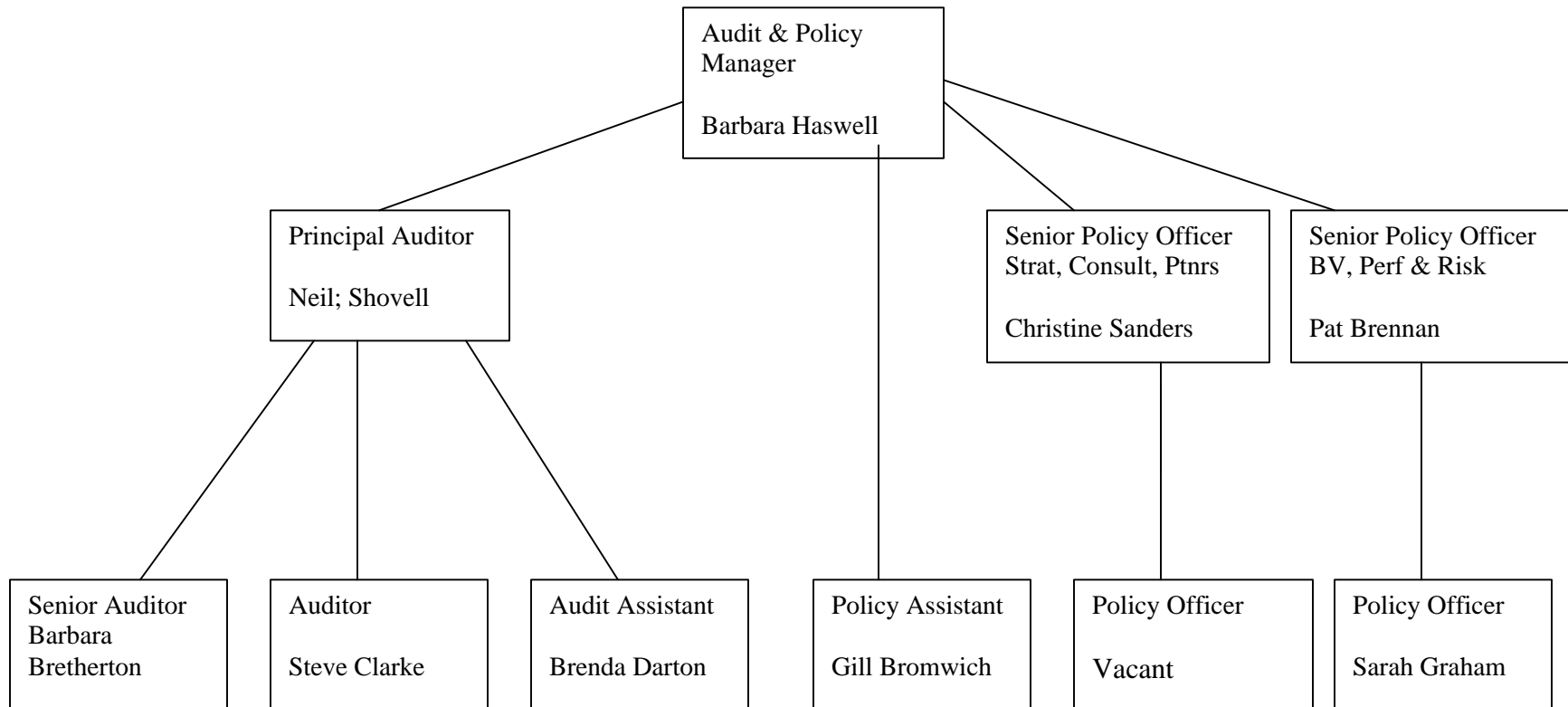
Portfolio Holder details:

Councillor Roger Hollingworth
Tel: 0121 445 0323

e-mail: r.hollingworth@bromsgrove.gov.uk

The Council is mindful that staff development is key to corporate improvement and will look to including this in its Corporate Plan and financial arrangements.

Audit and Policy Service Structure



Service Improvement Action Plan

The external auditors to the Council, who are currently KPMG, Birmingham, assess the Internal Audit team each year. They submit an Annual Audit letter to senior management and Members that cover any areas covered in their audit visits, and as part of this they assess and report upon the amount of reliance they can place on the work of Internal Audit. From their letter of 2004, the in house team established a series of actions and improvements.

The Policy team is independently assessed by the external auditors on the adequacy of the Best Value Performance Plan. This has so far been a clean bill of health.

Areas of Service Identified for Improvement

Key Problems/Issues	Actions to Address	Timescale
Audit planning is not based on risk analysis	Develop an accepted model of risk based analysis for the 2005-06 plan	By March 31st 2005 and annually thereafter.
Audit service is not based on customer need	Consult with in house customers.	By March 31st 2005 and annually thereafter.
Records maintained by audit do not provide total reassurance to KPMG on key controls	Revise audit documentation and programmes to meet expectations of external audit.	By 31st December 2005
Workload of Policy team not prioritized.	Establish clarity from CEO and CD-R and allocate appropriate resource to fulfill expectations as outlined in the Recovery Plan	By 30th April 2005
Risk management progress and development not progressed adequately	Resurrect activity and drive forward implementation of a corporate approach	According to Recovery Plan timescales
Development of corporate procurement practices not progressed adequately	Prepare strategic report for Members on the way forward and implement the option chosen	Report by 30th April 2005, and option implemented according to the timescales within the Recovery Plan

As part of the Councils corporate approach to performance monitoring there will be quarterly updates to Senior Management team of progress.

Comments and feedback form

We would like your views on this booklet. Please detach this page and send it to:

The Audit & Policy Section
The Council House
Bromsgrove

1. How helpful have you found this booklet?

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2. What did you particularly like about it?

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3. What aspects can be improved? How?

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4. Any other comments?

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Name
(Optional):.....
Service:
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BROMSGROVE DISTRICT COUNCIL

EXECUTIVE CABINET MEETING

WEDNESDAY 13TH APRIL 2005

LEGAL SERVICES BUSINESS PLAN 2005/6

Responsible Portfolio Holder	Councillor R Hollingworth
Responsible Head of Service	Andrew Burton

1. SUMMARY

- 1.1 To seek Members' approval of the draft Legal Services Business Plan for 2005/6.

2. RECOMMENDATION

- 2.1 That Members approve the draft Legal Services Business Plan for 2005/6.

3. BACKGROUND

- 3.1 The plan is the first to be produced in the new corporate style, the intention being to have a common, but dynamic approach.

In summary it :

- ❖ Sets out the services we provide,
 - ❖ Describes the challenges and our new service targets for the next financial year, and the resources available (staff and financial) to tackle them.
 - ❖ Sets out the linkages between the Community Plan, Corporate Plan, in particular, the Council's key objectives, the Recovery Plan, Medium-Term Financial Plan, Best Value Performance Plan, Service Business Plans and Staff Training and Development Plans, thus demonstrating the importance of their inter-relationship to performance management and ultimately the successful provision of customer-focused, quality services by the Council.
- 3.2 A copy of the Draft Business Plan, is shown at Appendix 1 to the report for Members' consideration.

4. FINANCIAL IMPLICATIONS

- 4.1 The financial implications of the Business Plan were taken into account when producing the Council's Revenue and Capital Budgets for 2005/6.

5. RISK MANAGEMENT CONSIDERATIONS

- 5.1 Approval and implementation of the Business Plan will assist in ensuring that service resources are used in a focused and well managed way, thus maximising the ability of service managers and their staff to achieve key service objectives, and minimising the risk of service failure.

6. PERFORMANCE MANAGEMENT CONSIDERATIONS

- 6.1 It will be essential to monitor progress against agreed service objectives and to take intervention measures if required, to ensure that Legal Services strongly contribute in a prioritised and well-managed manner to the achievement of elements of the Council's Recovery Plan, Community Safety Strategy, and in particular the Council's Objectives as set out in the Community Plan, Best Value Performance Plan, and Draft Corporate Plan.

7. EQUALITIES IMPLICATIONS

- 7.1 Equalities has a high focus within the Section in that not only do we provide legislative guidance and support to all other Departments of the Council, but the Council's designated Equalities Officer Mrs C L Felton is a member of this Section.

8. BACKGROUND PAPERS

None.

Contact Officer

Name: A R Burton
E Mail: a.r.burton@bromsgrove.gov.uk
Tel: (01527) 881426

1st April 2005.

SERVICE BUSINESS PLAN

Legal Services Section

1St April 2005 - 31st March 2006



bromsgrove council

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Introduction

Our Service

The Legal Services Section of the Council deals with a wide range of subjects including matters relating to specific people or properties, and conceptual points such as ensuring the Council's compliance with statutory requirements restrictions or responsibilities. Within that broad range, the activities of the Section may be broken down into a number of categories, according to what may be termed our Client Departments. Thus the Section's work involves the areas of Housing, Town & Country Planning, Environmental Health, Licensing, Accountancy, Benefits, Leisure, Technical Services, Carparks, Employment, together with a substantial volume of work which stems not from any one department but from the corporate body as a whole.

1) **Town and Country Planning**

Prosecution of offences; s106 agreements; assistance with and/or representation at Planning Hearings or Public Inquiries; advice and assistance in relation to Certificates of Lawfulness of Existing Use or Development (CLEUD) and Certificates of Lawfulness of Proposed Use or Development (CLOPUD); advice and assistance on interpretation of Legislative or other Guidance; injunctions to restrain anticipated or actual breaches of Planning control; appeals to the High Court; provision of Legal Advice and Assistance to the Council's Planning Committee;

2) **Environmental Health Services**

Prosecution of offences under Food Safety, Health and Safety, Dog Fouling control, Control of Pollution, or other applicable legislation; assistance with the drafting and enforcement of Statutory Notices; assistance with the Cautioning of offenders; advice and assistance regarding private housing grants and HMOs; advice and assistance concerning contaminated land;

3) **Licensing Section**

Prosecution of offences under Hackney Carriage or Private Hire legislation; appeals relating to decisions of the Licensing Committee; proceedings relating to Entertainments or Takeaway Food licensing; support with Liquor Licensing functions;

4) **Accountancy Services**

All aspects of debt collection on behalf of the Council; redemption of Council mortgages; investigation and minimisation of claims lodged against the Council;

5) **Benefits Section**

Recovery of overpaid benefit; prosecution of offences of fraud, misrepresentation, misdeclaration, and other issues arising from the administration of Benefits; advice and assistance with appeals against Benefit Determinations; interpretation of law relating to Benefit entitlement

6) Leisure Services

Agreements relating to Dual Use Schemes; assistance with development of the Artrix Centre; preparation and monitoring of Land Use licences; adoption of areas of Public Open Space

7) Community Safety & Engineers

Advice regarding drainage matters; recovery of Excess Parking Charges; advice on unauthorised use of carparking land; contract documentation with Council Contractors; assistance with Anti-Social Behaviour Orders and Acceptable Behaviour Contracts

8) Property

Preparation and review of Leases/Licences; sales and Purchases of land; advice and assistance regarding the disposal and appropriation of land; proceedings to protect and maximise the Council's interests in land holdings

9) Corporate Support

Defending the Council against actions brought against it, or bringing actions on behalf of the Council; support in relation to Employment Law issues; advice and guidance to ensure that the Council's actions are always within the framework of statutory, common law, or other restrictions and parameters; support in Corporate Governance in ensuring probity, propriety, and statutory monitoring; the conduct of Judicial Review cases either on behalf of or against the Council; assistance with complaints to the Commissioner for Local Government (the Ombudsman); advice & support to the Council's Planning Committee and Appeals Committee; participation with Recovery Plan Action Group, Equalities Group, Procurement Group.

10) Information Management

Data Protection, Freedom of Information, Regulation of Investigatory Powers, Access to Information, Registration of Members' Interests.

Following the successful completion of the LSVT Transfer of the Council's Housing stock to Bromsgrove District Housing Trust Ltd, the section also provides Legal services and support to the Trust under a Service Level Agreement. This has been renewed and we will be pleased to continue to work in partnership with the Trust for a further period of 12 months from April 2005. The range of services we provide includes all aspects of conveyancing including Preserved RTBs, together with litigation support and advice generally,

Our Challenges for the Future

February 2005 sees a fundamental change to how Liquor Licensing is handled in England and Wales, with the licensing functions currently exercised by Magistrates' Courts being transferred to Local Authorities. This transfer of workload will fall to the Council's Licensing Officers, the Licensing Committee, and the sub-committees it will establish, and we expect to be requested to provide support to both in various ways. At the time of writing, the changes have not taken place hence we are preparing ourselves to deal with workload the exact nature and quantity of which are unknown and unknowable.

We provide a range of services to Bromsgrove District Housing Trust following the successful completion of the LSVT. These services include RTB sales, land use agreements, and other property-related subjects, together with advice and guidance on litigation matters. Happily the Trust has agreed to renew our Service Level Agreement for a further twelve months from April 2005, and we look forward to continuing to work in partnership with the Trust and its officers. The combining of effective service delivery to the Council's internal departments on the one hand, and the Trust on the other, was one of the challenges we faced in 2004 and one which we rose to and met successfully.

Similarly, we have had enquiries from other Authorities about to embark upon LSVTs seeking to tap into our knowledge-base, and this opportunity to share our experience with others is being explored.

We will be looking to the voluntary registration at HM Land Registry of all remaining land stocks owned by the Council. This will work toward compliance with the requirements of e-government and e-conveyancing, as well as simplifying the actual handling of all Council issues relating to its land stocks.

We anticipate an increase in the requests for information received and required to be handled under the Freedom of Information Act. We will work to assist the Council in improving its information management, records management and information audits, together with the change in culture required by FOI.

Performance matters and is now well-established as a fundamental part of the Council's ethos. In this light we are seeking to adopt voluntary Local Performance Indicators, in the absence of any statutory indicators, and these are detailed in this Plan. One of our challenges, therefore, will be the pursuit of these indicators together with the development of a robust and accurate monitoring and recording system: we have no clerical staff or IT systems and this task will therefore be an additional area of workload.

Through the use of technology and modern business practices, e-Government plays a key role in helping the Council to streamline and develop the services that it provides. The Council has outlined a strong commitment to e-Government and is committed to transforming its services in order to best meet the needs of its citizens.

Council Values and Priorities

Service Mission Statement

The Legal Section will further the Council's Corporate Objectives by the provision of expert professional support and guidance, in line with the requirements and expectations of our clients."

Professional & National Standards

We will work to the highest professional standards followed by the Legal Profession nationally.

Areas of Focus

The six Council objectives are:	In 2005/06 we will:
<ul style="list-style-type: none">Clean safe attractive District	<ul style="list-style-type: none">Support our colleagues in Environmental Health and Community Safety in the attaining of their goals
<ul style="list-style-type: none">Effective Local Development Framework	<ul style="list-style-type: none">Provide timely and accurate advice to the Planning OfficersProcess s106 Agreements expeditiouslyPursue Planning offences robustly
<ul style="list-style-type: none">Caring socially aware society	<ul style="list-style-type: none">Assist the Council with its equalities programmes
<ul style="list-style-type: none">Employment and development of local people	<ul style="list-style-type: none">Provide accurate employment advice to our HR Department
<ul style="list-style-type: none">Good sustainable leisure opportunities	<ul style="list-style-type: none">Support our Leisure colleagues by the speedy adoption of areas of open spaceAid the development of the Artrix
<ul style="list-style-type: none">Efficient and effective Council	<ul style="list-style-type: none">Provide expert professional support and guidance in line with the requirements and expectations of the Council

Recovery Plan Issues

The work of the Section does not fall naturally within any particular aspect of the Recovery Plan, but it underpins the entire operation of the Council. The Council aims to be efficient and effective: our every action supports and facilitates this. Particular focus is currently being applied to the recovery actions with the Council's Depot Services, and the Customer Service Centre.

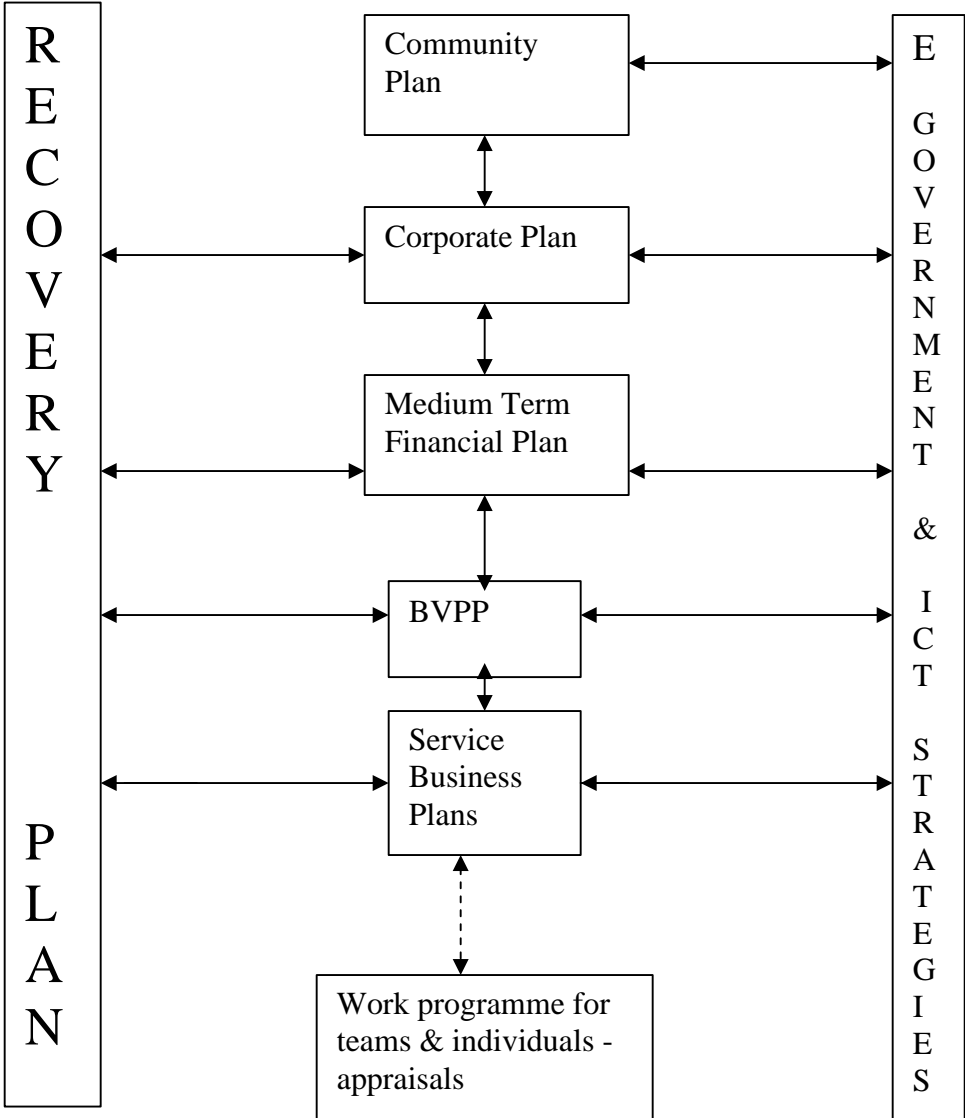
The Section however does have lead responsibility for Equalities. Working in partnership with Personnel, we will continue to support the Council's Equalities Champions and assist with Member Development, to ensure the ongoing commitment of the Authority to equality in every subject.

ICT and e-Government National/Local Projects which affect this service:

- **E-conveyancing**

Business Framework

How Our Key Plans Fit Together



The framework provides a process for continued improvement.

Working Together

Meeting Customer Needs

We have three categories of customer. Firstly, we provide extensive services to the Council as a corporate body in its own right. Secondly, we provide services to all departments and officers within the Council. Finally, we provide services to the Bromsgrove District Housing Trust Ltd under a Service Level Agreement which, we are happy to say, has been renewed by the Trust for a further twelve months. That arose following a benchmarking exercise undertaken by the Trust which established that the service package delivered by the Section exceeded that which was readily available to the Trust from other market providers.

In 2004/05 We Have:	This year We will:
Completed 8 s106 Agreements	Work to speed up the s106 agreement process by adopting a local PI
Completed 19 RTB sales Completed 6 sales of land Completed 7 Shared Ownership Sales	Handle all conveyancing cases with proper diligence and due speed
Undertaken recovery work on unpaid Excess Charge Notices including 83 prosecutions	Explore means of streamlining the ECN recovery process
Facilitated Customer Service Centre Roadshows	Continue to support the development and operation of the Service Centre
Provided Equality Champion Training and support	Assist with Member Development relating to Equality Champions
Provided ongoing legal advice and assistance to Senior Management	Continue to place Legal Services at the centre of the Council's operations
100% of staff are professionally qualified	Ensure our staff receive appropriate professional update training
Introduced a "Completed Matter Review Form" to seek feedback on individual files	Continue to seek feedback from our clients to improve our service
Supported Bromsgrove District Housing Trust Ltd	Support Bromsgrove District Housing Trust Ltd
Informed staff of FOI responsibilities	Provide further training where required
	Co-ordinate a Corporate Information Inventory

Working Together

• External Partnership arrangements

The Legal Section does not operate under any formal external partnership arrangements.

There are however areas in which we do enjoy good working arrangements with an external body: one good example would be the preparation of agreements under s106 of the Town and Country Planning Act 1990, where close liaison with the Legal Section of the Worcestershire County Council is required and employed, to the mutual benefit of both Councils.

Our Performance

There are no Best Value Performance Indicators pertaining to Legal Services and one which had been proposed by the Audit Commission for adoption in 2005-6 has not been pursued nationally.

The Section is therefore voluntarily adopting a number of Local Performance Indicators, designed around our clients` requirements, as a measure of future performance.

Local Performance Indicators		
Indicator	Text	Target
LLPI 1	% of draft section 106 agreements sent out within 10 working days of receipt of full instructions. <i>Comment: Our customers` own performance requires matters to be handled speedily: expeditious work by us will assist them.</i>	90%
LLPI 2	% of engrossed section 106 agreements sent out, within 10 working days of receipt of final draft approval, for signature by developers <i>Comment: Our customers` own performance requires matters to be handled speedily: expeditious work by us will assist them.</i>	90%
LLPI 3	% of debt-collection letters in Housing Benefit cases sent out within 10 working days of receipt of full instructions: <i>Comment: It is in the interests of the Council for debts due to it to be pursued quickly and efficiently.</i>	90%
LLPI 4	% of court proceedings in Housing Benefit cases begun within 10 working days of receipt of full instructions: <i>Comment: It is in the interests of the Council for debts due to it to be pursued quickly and efficiently.</i>	90%
LLPI 5	Number of court actions struck out: <i>Comment: Efficient conduct of court action should not lead to cases being struck out.</i>	0

LLPI 6	% of draft RTB documentation sent out within 10 working days of receipt of full instructions: <i>Comment: This is in line with the requirements of our client.</i>	90%
LLPI 7	% of Housing Benefit Fraud cases in which decisions on fitness for prosecution are made in within 5 working days of request <i>Comment: The interests of justice are best served by prosecutions being brought speedily. An essential part of this is consideration of whether the matter is fit for prosecution, taking into account our client's requirements and the CPS Code of Conduct for Crown Prosecutors</i>	90%
LLPI 8	Number of Ombudsman complaints made against the Section which are upheld: <i>Comment: Complaints result from dissatisfied customers: it is our aim to have none.</i>	0
LLPI 9	% of Freedom of Information Act requests to which responses are sent within 20 working days <i>Comment: This accords with the Council's statutory obligations.</i>	100%
LLPI 10	% of Data Protection Act Subject Access Requests to which responses are sent within 40 calendar days: <i>Comment: This is in line with the Council's statutory obligations.</i>	100%
LLPI 11	Level of Customer Satisfaction <i>Comment: To be assessed by asking Client departments for their view, on a scale of 1-10, on a quarterly questionnaire</i>	75%
LLPI 12	Number of Client Review Meetings held <i>Comment: Our intention is to have periodic review meetings with our client departments to ensure continual improvement</i>	12
LLPI 13	Overall degree of success in meeting timescales. <i>Comment: Composite performance as an aggregate of Indicators 1-4,6,7</i>	90%
LLPI14	% of variance from budget <i>Comment: how close to our budget is the level of expenditure?</i>	+ or - 10%
LLPI 15	% of cases where Counsel is instructed due to reasons of insufficient staff time, as a percentage of all instructions to Counsel. <i>Comment: provides an indication as to sufficiency of resources. The aim is to be below target.</i>	10%

What we are doing about Performance

The Section is adopting a number of voluntary Local Performance Indicators, designed around subjects which we know to be of interest to our clients, as a measure of future performance.

Performance Monitoring, however, is not sufficient. What is key is Performance Management. This is a broader concept of which Performance Monitoring plays but a part. It can be defined as

“Taking action in response to actual performance to make outcomes better than they otherwise would be.”

With Performance Management, four key elements fall into play - the PDRR principles:-

- P - Plan: we plan what our business tasks are and how we will undertake them
- D - Do: we undertake our tasks
- R - Review: we review our processes in the light of monitoring information
- R - Revise: we revise our processes to secure improvement.

The PDRR process is cyclic in that once we have revised, we start again.

Anything key or special that we learnt? Significant or unexpected learning.

One key area of learning is that clients` concerns can often stem from communication. Regular feedback on progression of matters is of importance to our clients and will be provided.

Resources

- **Financial**

2003/04 Actual net spend	2004/05 Estimated net spend	2005/06 Projected net spend
£275,040	£351,600 anticipated	£354,786 anticipated

The costs and establishment for 2005/06 are set out below:

Expenditure / Income	Cost	Notes
<i>Employee costs</i>	£174,140	<i>6 staff (two of whom are part-time)</i>
<i>Premise costs</i>		
<i>Transport costs</i>	£4,195	
<i>Supplies and Services</i>	£86,408	
<i>Contract Services</i>	None	
<i>Transfer Payments</i>	None	
<i>Support Service Costs</i>	<i>Pending calculation</i>	
<i>Capital Costs</i>	None	
Total Expenditure	£354,786	
<i>Income</i>	£10,000	<i>Majority via SLA with BDHT</i>
Net Expenditure	£354,786	

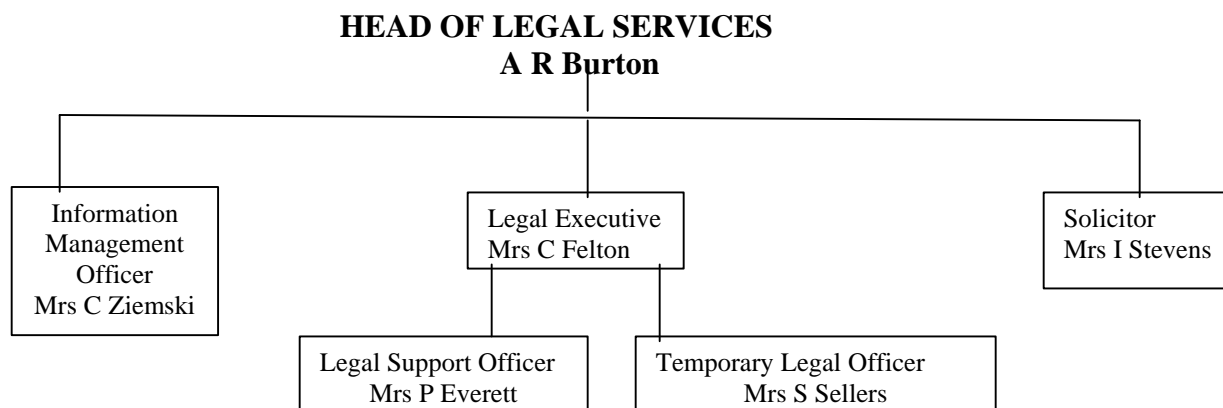
• Staffing

Name	Brief Details of Duties	Room No	Tel Ext	E mail address
A R Burton	Head of Service; Management of entire legal service; Clerk to Planning Committee; Clerk to Appeals Committee;	29	1426	a.r.burton@bromsgrove.gov.uk
C L Felton	Property; Litigation; Planning; Employment; Equalities Officer;	30	1429	c.felton@bromsgrove.gov.uk
D I Stevens	Planning; Litigation;	28a	1427	i.stevens@bromsgrove.gov.uk
P D Everett	Property; Planning;	28	1369	p.everett@bromsgrove.gov.uk
S.Sellers	Litigation; Planning;	28		s.sellers@bromsgrove.gov.uk
C Ziemski	DPA; FOI; Mobile Phones;	28	1428	c.ziemski@bromsgrove.gov.uk

Portfolio Holder details:

Councillor R Hollingworth is Portfolio Holder for Legal Services and we look forward to working closely with him and are appreciative of his support.

The Council is mindful that staff development is key to corporate improvement and this is reflected in the Corporate Plan and the Council's financial arrangements.



Service Improvement Action Plan

The Section has not been the subject of an external review, but we operate regular and close liaison with its client officers and departments to gauge feedback, not forgetting detailed interaction with the Senior Management Team. Similarly, regular meetings are held with Bromsgrove District Housing Trust, to mutual benefit, in order to examine both particular issues and general subjects.

Areas of Service Identified for Improvement

Key Problems/Issues	Actions to Address	Timescale
Timeliness	Adoption of Local PIs	With effect from 1.4.05
Client Care	Encourage effective communications	Already commenced

The operation of the Section will continue to be the subject of regular and close monitoring by, and reporting to, the Senior Management Team of the Council.

Comments and feedback form

We would like your views on this booklet. Please detach this page and send it to:

The Audit & Policy Section
The Council House
Bromsgrove

1. How helpful have you found this booklet?

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2. What did you particularly like about it?

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3. What aspects can be improved? How?

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4. Any other comments?

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(Optional):.....

Service:
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BROMSGROVE DISTRICT COUNCIL

EXECUTIVE CABINET MEETING

WEDNESDAY 13TH APRIL 2005

PERSONNEL SERVICES BUSINESS PLAN 2005/6

Responsible Portfolio Holder	Councillor R Hollingworth
Responsible Head of Service	Andrew Burton

1. SUMMARY

- 1.1 To seek Members' approval of the draft Personnel Services Business Plan for 2005/6.

2. RECOMMENDATION

- 2.1 That Members approve the draft Personnel Services Business Plan for 2005/6.

3. BACKGROUND

- 3.1 The plan is the first to be produced in the new corporate style, the intention being to have a common but dynamic approach.

In summary it :

- ❖ Sets out the services we provide,
 - ❖ Details service performance over the past year, with reference to both successes and failures, and measures to address failures and improve performance.
 - ❖ Describes the challenges and service targets for the next financial year, and the resources available (staff and financial) to tackle them.
 - ❖ Sets out the linkages between the Community Plan, Corporate Plan, in particular, the Council's key objectives, the Recovery Plan, Medium-Term Financial Plan, Best Value Performance Plan, Service Business Plans and Staff Training and Development Plans, thus demonstrating the importance of their inter-relationship to performance management and ultimately the successful provision of customer-focused, quality services by the Council.
- 3.2 A copy of the Draft Business Plan, is shown at Appendix 1 to the report for Members' consideration.

4. FINANCIAL IMPLICATIONS

- 4.1 The financial implications of the Business Plan were taken into account when producing the Council's Revenue and Capital Budgets for 2005/6.

5. RISK MANAGEMENT CONSIDERATIONS

- 5.1 Approval and implementation of the Business Plan will assist in ensuring that service resources are used in a focused, well managed way, thus maximising the ability of service managers and their staff to achieve key service objectives, and minimising the risk of service failure.

6. PERFORMANCE MANAGEMENT CONSIDERATIONS

- 6.1 It will be essential to monitor progress against agreed service objectives and to take intervention measures if required, to ensure that Personnel Services strongly contribute in a prioritised and well-managed manner to the achievement of elements of the Council's Recovery Plan, Community Safety Strategy, and in particular, the Council's Objectives as set out in the Community Plan, Best Value Performance Plan and Draft Corporate Plan.

7. EQUALITIES IMPLICATIONS

- 7.1 Personnel Services take a lead role in the Equalities Programme of the Council but there are no specific equalities implications with this report in itself.

8. BACKGROUND PAPERS

None.

Contact Officer

Name: A R Burton
E Mail: a.r.burton@bromsgrove.gov.uk
Tel: (01527) 881426

4th April 2005.

SERVICE` BUSINESS PLAN

Personnel Services Section

1St April 2005 - 31st March 2006



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Introduction

Our Service

The Personnel Services Section of the Council deals with a wide range of issues

1) **Recruitment and Retention of Staff**

Advertisement of vacancies; processing of applications; assistance with shortlisting and interviews; references and health checks; employment contract documentation; assistance with induction of employees; assistance with staff regradings panels

2) **Equalities**

Chairing the Equalities Champions Group; Corporate monitoring on Racial Equality, Gender Equality, Age Equality; Review of HR Policies for Equalities impact; Equalities training and development for staff and Members

3) **Staff Development**

Support to line managers with staff appraisals; corporate training and development initiatives; workforce planning; development and review of Employment Policies; staff benefits; staff development and appraisal scheme; grievances and disciplinary matters; resignations redundancies and retirements; support in handling of staff grievances ; assistance in disciplinary matters;

4) **Conclusion of Employment**

Support in handling of staff grievances; assistance in disciplinary matters; documentation of resignations redundancies and retirements; liaison with Payroll and County Pensions Officers'

Our Year

In 2004-5 we have recruited 46 new staff and administered the departure of 43 staff.

New policies were brought in and 27 existing policies reviewed.

The implementation of plans to recruit additional staff have proved problematic in terms of locating appropriate candidates: we are therefore currently reviewing the structure of the Section and the approach which has been taken.

Our Challenges for the Future

2005 will see the much-needed expansion of the Section by means of the appointment of a new post of Head of HR Service, another HR Officer, and a Trainee HR Officer. The HR Strategy will be based on the requirements arising out of the Corporate Plan and the Council's Recovery Plan, and will reflect its priorities and objectives. The recovery plan confirms that the priority HR Strategies (which include competency and capability) will be developed by April 2006.

The supply of more accurate management information will be essential to enable Line Managers to take timely and appropriate action in managing their staff. This will be improved with the introduction of appropriate HR monitoring systems, a User Satisfaction Survey, and provision of information concerning annual salary levels.

Current HR practice will be enhanced by working closely with our colleagues in neighbouring authorities, in evaluating appropriate strategies to share information and best practice across the region.

A major task for HR in 2005-6 will be to assist the Council in adopting an appropriate Job Evaluation Scheme and starting to undertake this process.

Another key task for HR will be assisting the Council as a whole, and every officer within it, to improve staff morale. In difficult and challenging times, this is perhaps the greatest task of all.

Through the use of technology and modern business practices, e-Government plays a key role in helping the Council to streamline and develop the services that it provides. The Council has outlined a strong commitment to e-Government and is committed to transforming its services in order to best meet the needs of its citizens.

Improving working relationships and engaging effectively across all areas of the Council is very important to us and we need feedback to help us to do this. We would be grateful to receive your comments regarding our plans for the future and a feedback form is included at the back of this document for you to use.

Council Values and Priorities

Service Mission Statement

The Personnel Section will further the Council's Corporate Objectives by the provision of expert professional support and guidance, in line with the requirements and expectations of our clients."

Professional & National Standards

We work within professional standards laid down by the Chartered Institute for Personnel Development, current ACAS and DTI guidelines, and all applicable employment law.

Areas of Focus

The six Council objectives are:	In 2005/06 we will:
<ul style="list-style-type: none"> Clean safe attractive Council 	<ul style="list-style-type: none"> Not applicable
<ul style="list-style-type: none"> Effective Local Development Framework 	<ul style="list-style-type: none"> Not applicable
<ul style="list-style-type: none"> Caring socially aware society 	<ul style="list-style-type: none"> We will continue our work in supporting the Council's Equalities Programme
<ul style="list-style-type: none"> Employment and development of local people 	<ul style="list-style-type: none"> We will continue to follow positive employment practices
<ul style="list-style-type: none"> Good sustainable leisure opportunities 	<ul style="list-style-type: none"> Not applicable
<ul style="list-style-type: none"> Efficient and effective Council 	<ul style="list-style-type: none"> Recruit appropriate staff Train and develop all staff

Recovery Plan Issues

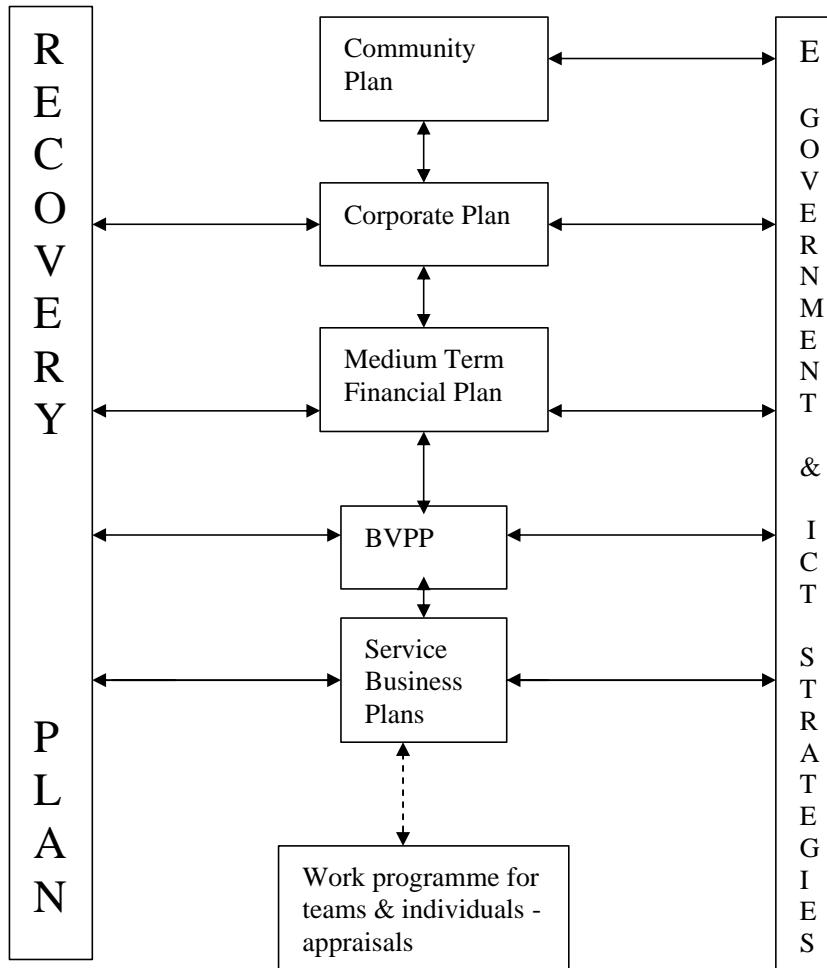
The Related Recovery Plan Themes are:	In 2005/06 we will:
<ul style="list-style-type: none"> Modernization and culture change 	<ul style="list-style-type: none"> Begin the staff training programme and ensure staff appraisals measure change and identify development needs Train managers in the policy,

	procedures, and support mechanisms for staff
<ul style="list-style-type: none"> Organizational Development 	<ul style="list-style-type: none"> Introduce a new staff supervision and appraisal process Establish and support delivery of individual development programmes for all staff Assist in developing a generic management development course for senior management Develop priority HR strategies Develop a comprehensive range of HR policies Undertake an annual staff survey on employee morale and motivation Research and identify best practice regarding Single Status and Job Evaluation Assist with scoring and evaluating identified posts under JE framework and commence implementation

The work of the Section does not fall naturally within any particular aspect of the Recovery Plan, but it underpins the entire operation of the Council. The Council aims to be efficient and effective: our every action supports and facilitates this.

Business Framework

How Our Key Plans Fit Together in a framework which provides a process for continued improvement



The framework provides a process for continued improvement.

Meeting Customer Needs

<p>In 2004/05 We Have:</p> <p>Appointed 46 staff</p> <p>revised and updated our Sickness Absence policies</p> <p>revised and updated our policies relating to Sickness Absence, Maternity and Paternity, Leave, Adoption</p> <p>Updated our Equalities Programme</p>	<p>This year We will:</p> <p>Provide ongoing support to managers and staff</p> <p>Ensure that managers are equipped with necessary skills</p> <p>Continue to provide employment advice to staff</p> <p>Continue the robust monitoring of sickness absence</p> <p>Develop a Workforce Plan</p> <p>Undertake a Staff Skills Audit</p>
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Working Together

- **External Partnership arrangements**

The Section does not operate under any formal external partnership arrangements, although in reality working practices are often followed for example with the PTH Group (the Council's Occupational Health Advisors). Close liaison is enjoyed with the West Midlands Local Government Association, and the County Personnel Officers' Group.

Our Performance

<p>In 2004/05 We have:</p> <p>Maintained our position at Level 2 on the CRE Equality Scale (BVPI 2)</p> <p>Continued to work on the CRE Scorecard (BVPI 2a)</p> <p>Currently 22.73% of the highest-paid 5% of posts are held by female staff (BVPI 11a)</p> <p>The 3.57% of staff in the highest-paid 5% of posts who were from black or ethnic minority left (BVPI 11b)</p> <p>Reduced the number of days lost to sickness absence per employee (BVPI 12)</p> <p>No employees have retired early (BVPI 14)</p> <p>0.25% of employees retired on the grounds of ill health (BVPI 15)</p> <p>0.74 of staff have notified us of a disability (BVPI 16a)</p> <p>11.73% of the economically active local population are disabled (BVPI 16b)</p> <p>0.74% of staff are from minority ethnic background (BVPI 17a)</p> <p>2.18 of the economically active local population are from ethnic minority background (BVPI 17b)</p>	<p>This year We will:</p> <p>Continue to work towards Level 3</p> <p>Seek to improve the Council`s performance</p> <p>Continue to promote equality of opportunity for all</p> <p>Continue to promote equality of opportunity for all</p> <p>Continue robust management of sickness absence</p> <p>Continue to promote a well-motivated workforce</p> <p>Continue to promote a healthy workforce</p> <p>Pursue the “Two Ticks” scheme to promote employment opportunities for the disabled</p> <p>Monitor statistical information relating to the District</p> <p>Continue to promote equality of opportunity for all</p> <p>Monitor statistical information regarding the District</p>
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We will adopt the following new Local Performance Indicators.

Reference	Subject	Target
PLPI 1	<p>% formal disciplinary cases investigated within procedural timeframes</p> <p><i>Comment: As a good employer of good staff, the Council hopes that no disciplinary cases will be required. Equally, a good employer would ensure that where disciplinary action is appropriate it is taken, rather than allowing matters to be “brushed under the carpet”.</i></p>	100%
PLPI 2	<p>% of reported grievances investigated and concluded within policy guidelines.</p> <p><i>Comment: As a good employer, the Council would wish staff to have confidence in their ability to raise matters of concern to them in the knowledge that those matters will be dealt with properly.</i></p>	100%
PLPI 3	<p>% of contracts of employment issued to staff within 30 days of starting employment</p> <p><i>Comment: It is in the interests of the Council and future employees for new staff to take up posts as soon as possible.</i></p>	100%
PLPI 4	<p>% of probationary reviews undertaken within 6 months</p> <p><i>Comment: Poor appointments lead to wasted resources and time.</i></p>	100%
PLPI 5a	% of staff turnover	13.3%
PLPI 5b	<p>National average</p> <p><i>Comment: Statistical information may identify</i></p>	12.4%

	<i>concerns - a high rate of turnover is often associated with a poor employer.</i>	
PLPI 6	Number of employees transferring to other posts within the Authority <i>Comment: demonstrates succession planning which is beneficial to the organization.</i>	Targets are inappropriate for a new PI relating to statistics: in future years targets will be based on previous years` outturn
PLPI 7	% of Staff appraisals undertaken during the year	90%
PLPI 8	% improvement in Employee satisfaction with Employer	+25%
PLPI 9	% of customers who are satisfied with the service provided	75%

Areas where we didn't achieve

Sickness Absence continues to be above the Government`s prescribed target for District Councils but year-on-year analysis shows trends are positive.

Performance against the CRE Scorecard is dependent on all departments of the Council, with HR playing a supporting and co-ordinating role. It is therefore incumbent on all departments to participate.

What we are doing about it

We will continue the robust monitoring of Sickness Absence and the pursuit of Occupational Health Referrals in all appropriate cases. We will form a working group to consider the most effective operational implementation techniques for a new policy on Sickness Absence.

We will continue to provide support, guidance, and training to all departments, their Equalities Champions, and Members, to address the Equalities Programme.

What we are doing about it

Performance Monitoring, however, is not sufficient. What is key is Performance Management. This is a broader concept of which Performance Monitoring plays but a part. It can be defined as

“Taking action in response to actual performance to make outcomes better than they otherwise would be.”

With Performance Management, four key elements fall into play - the PDRR principles:-

P - Plan: we plan what our business tasks are and how we will undertake them

D - Do: we undertake our tasks

R - Review: we review our processes in the light of monitoring information

R - Revise: we revise our processes to secure improvement.

The PDRR process is cyclic in that once we have revised, we start again.

Financial Resources

2003/04 Actual net spend	2004/05 Estimated net spend	2005/06 Projected net spend
£182,586	£306,000	£306,553

The costs and establishment for 2005/06 are set out below:

<i>Expenditure / Income</i>	<i>Cost</i>	<i>Notes</i>
<i>Employee costs</i>	£121,879	<i>2 staff plus consultant; future HR staff expansion agreed</i>
<i>Premise costs</i>		
<i>Transport costs</i>	£1025	
<i>Supplies and Services</i>	£4001	
<i>Contract Services</i>	None	
<i>Transfer Payments</i>	None	
<i>Support Service Costs</i>	Calculations pending	

<i>Capital Costs</i>	<i>None</i>	
<i>Total Expenditure</i>	<i>£306,553</i>	
<i>Income</i>	<i>None</i>	
<i>Net Expenditure</i>	<i>£306,553</i>	

Details of any key efficiencies achieved:-

<ul style="list-style-type: none"> • Full commitment with minimal staffing
<ul style="list-style-type: none"> • With HR support, there has been a corporate reduction of absence levels, forecasted to be 2 days per FTE which equates to £76,650 salary costs
<ul style="list-style-type: none"> • Entering into appropriate advertising packages to reduce the overall spend on recruitment advertising: 50 posts for £5,000 compared with an average cost of £250 per individual post equates to a saving of £7500.

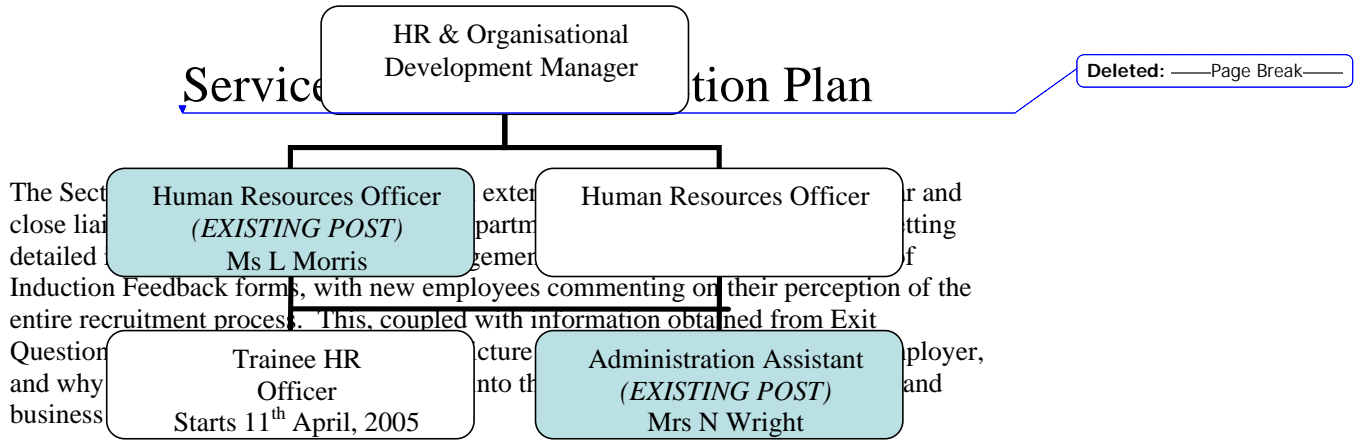
• Staffing

Name	Brief Details of Duties	Room No	Tel Ext	E mail address
A R Burton	Head of Service HR Support and legal advice	29	1426	a.r.burton@bromsgrove.gov.uk
L Morris	All HR Issues		1254	l.morris@bromsgrove.gov.uk
N Wright	HR Assistance; All clerical functions		1297	n.wright@bromsgrove.gov.uk

Portfolio Holder details:

Councillor R Hollingworth is Portfolio Holder for HR Services: we are appreciative of his support and look forward to working with him.

NEW STRUCTURE FOR HR SERVICES



Areas of Service Identified for Improvement

Key Problems/Issues	Actions to Address	Timescale
Lack of staff	Appoint new Head of HR Service	Interviews March 2005 Start Date yet to be determined
	Appoint new HR Officer	Unsuccessful recruitment process - possible revision of options
	Appoint new Trainee HR Officer	Start Date 11th April, 2005
Lack of IT HR System	Purchase	Capital approved
Lack of HR Strategy	Appropriate strategies to be devised and implemented	Recovery Plan for 2005-6

There will be continued quarterly monitoring and reporting to the SMT.

Comments and feedback form

We would like your views on this booklet. Please detach this page and send it to:

The Audit & Policy Section
The Council House
Bromsgrove

1. How helpful have you found this booklet?

.....
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.....
.....

2. What did you particularly like about it?

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3. What aspects can be improved? How?

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4. Any other comments?

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.....

Name
(Optional):.....
Service:
.....

BROMSGROVE DISTRICT COUNCIL

EXECUTIVE CABINET

13TH APRIL 2005

COMMUNITY SAFETY / ENGINEERING BUSINESS PLAN 2005/2006

Responsible Portfolio Holder	Councillor P. J. Whittaker
Responsible Head of Service	John Moody, Head of Community Safety and Engineering

1. **SUMMARY**

- 1.1 To seek Members' approval of the Community Safety / Engineering Business Plan for 2005/2006.

2. **RECOMMENDATION**

- 2.1 That Members approve the Community Safety / Engineering Business Plan for 2005 / 2006.

3. **BACKGROUND**

- 3.1 The plan is the first to be produced in the new corporate style, the intention being to have a common, but dynamic, approach.

In summary, it:

- ❖ Sets out the services provided, including those provided with our partner organisations, in the public, private and voluntary sectors, and work-load levels.
- ❖ Details service performance over the past year, with reference to both successes and failures, and measures to address failures and improve performance.
- ❖ Describes the challenges and service targets for the next financial year, and the resources available (staff and financial) to tackle them.
- ❖ Sets out the linkages between the Community Plan, Corporate Plan, in particular, the Council's key objectives, the Recovery Plan, Medium-Term Financial Plan, Best Value Performance Plan, Service Business Plans and Staff Training and Development Plans, thus demonstrating the importance of their inter-relationship to performance management and ultimately the successful provision of customer focussed, quality services by the Council.

- 3.2 A copy of the Business Plan is shown at Appendix 1 to the Report for Members' consideration.

4. **FINANCIAL IMPLICATIONS**

- 4.1 The financial implications of the Business Plan were taken into account when producing the Council's Revenue and Capital Budgets for 2005/2006.

5. **RISK MANAGEMENT IMPLICATIONS**

- 5.1 Approval and implementation of the Business Plan will assist in ensuring that service resources are used in a focussed, well managed way, thus maximising the ability of service

managers and their staff to achieve key service objectives, and minimising the risk of service failure.

6. **PERFORMANCE MANAGEMENT IMPLICATIONS**

- 6.1 It will be essential to monitor progress against agreed service objectives and to take intervention measures if required, to ensure that Administrative Services strongly contribute in a prioritised, well managed manner, towards the achievement of elements of the Council's Recovery Plan, Community Safety Strategy, and in particular, the Council's Objectives as set out in the Community Plan, Best Value Performance Plan and Draft Corporate Plan.

7. **EQUALITIES IMPLICATIONS**

- 7.1 Two major service objectives contained within the Business Plan, are improving access to services for our customers and customer focus. These objectives will primarily be achieved through the Council's new Customer Services Centre, and the provision of comprehensive and readily accessible service information through the Council's website.

Background Papers

None

Contact Officers

Name: John Moody
email: j.moody@bromsgrove.gov.uk
Tel: 01527 881356

Community Safety & Engineering Business Plan

1St April 2005 - 31st March 2006



bromsgrove council

www.bromsgrove.gov.uk

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Introduction

Our Service

Community Safety and Engineering aims to provide good quality customer focused services to the residents we serve. This is achieved by having clear service standards and service delivery mechanisms that are targeted to the needs of the Community.

The Department of 43 staff executes the following range of functions-

Community Safety

- a) Community Safety Strategy / Actions Plans
- b) Anti Social Behaviour
- c) CCTV
- d) Community Alarm Service (Lifeline)
- e) Emergency Call Out

Engineering Services

- a) Parking Function
- b) Street Naming / Numbering
- c) Land Drainage
- d) Concessionary Fares
- e) Transportation Issues

Facilities Management

- a) Council House / Council Property
- b) Street Furniture
- c) Capital Projects
- d) Housing Association Developments
- e) Statutory Disabled Grant Improvements

Our Challenges for the Future

Through the use of technology and modern business practices, e-Government plays a key role in helping the Council to streamline and develop the services that it provides. The Council has outlined a strong commitment to e-Government and is committed to transforming its services in order to best meet the needs of its citizens.

The 6 council objectives are:

- 1 To provide a Clean, Safe and Attractive Environment**
- 2 To Develop and Implement an Effective Local Development Framework**
- 3 To Develop a Caring, Socially Aware Society**
- 4 To Develop and Sustain a Strong and Expanding Economy**
- 5 To Provide Sustainable Culture and Leisure Opportunities**
- 6 To be an Efficient and Effective Council**

Challenge	Council Objective Number(s)
To investigate the possible introduction of Decriminalised Parking Enforcement.	1,2,3,4,5,6
To investigate alternative car parking management systems such as pay on foot.	1,3,4,6
To investigate with our Partners the possibility of a County wide Concessionary Fare scheme.	3,4,6
To increase the customer base of lifeline and execute our first customer satisfaction survey.	3,6
Install CCTV camera systems to Wythall / Drakes Cross.	1,3,6
Work with Partners to develop a protocol for dealing with Graffiti (in line with new Anti-Social Behaviour legislation).	1,3,6
Identify Persistent and Prolific Offenders (PPOs) in the Bromsgrove District.	1,3
Work with Partners to develop and deliver diversionary activities for young people during the summer holidays.	3,5
Support to the Domestic Violence Forum to fund their hotline and develop communication and educational packages for persons at risk.	3
Fund outreach workers to target vulnerable and hard to reach youngsters who are using drugs and alcohol.	1,3

Our Year

Our major achievements are listed below and relate to the 6 Council Objectives:

Achievements	Meeting Council Objectives
Completed first Customer and Compliance Surveys to assess the effectiveness of the Pay and Display Parking system.	6
Introduced a new tamper proof car parking permit.	3,6
Introduced a keypad registration number system to all Pay and Display machines.	6
Increased the recovery rate for valid excess charge notices.	6
Produced the new Community Safety Strategy for 2005 - 08.	1,3,6
Introduced Alcohol Free Zones.	1,3
Introduced Protocols for dealing with Fly Posting.	1,6
Provided Mobile CCTV packages to support local Neighbourhood Watch Schemes.	1,3
Agreed Community Safety Service Delivery Targets with the Home Office for 2005 - 08 through Local Area Agreements process.	1,3,6
Introduced computerised gazetteer for street naming and numbering service which enables multi media access and distribution.	6
Obtained the Councils first Safer Car Parks award.	1,6
Implemented new Concessionary Fares Scheme.	3,6
Provided CCTV to the remaining two railheads in the Bromsgrove District.	1,3
Executed both Residents and Business Crime Surveys to Support the 2005 - 08 Community Safety Strategy.	1,3,6
Implemented our first CCTV monitoring service to another local authority.	6
Commissioned a computer based tape management and incident logging system for CCTV.	6

Council Values and Priorities

Service Mission Statement

In achieving Community Plan and Corporate Plan objectives, Community Safety / Engineering services will strive to:-

1. Provide customer focused services.
2. Reduce crime in the District by 17.5% by 2008.
3. Work with key partners to address local transport issues.
4. Provide help and support for the more vulnerable and elderly residents in the Bromsgrove District.

Professional Standards & Legislation

We will work to professional standards and Legislation as follows:-

- Institute of Civil Engineers
- Institute of Highways & Transportation
- Bristol Institute of Architectural Technologists
- Chartered Institute of Builders

1847 Town Improvement Clauses Act
1925 Public Health Act
1976 Land Drainage Act
1980 Highways Act
1984 Road Traffic Regulation Act (Car Parking Orders)
1985 Local Government Act
1991 Road Traffic Regulation Act (Car Parking Orders)
1998 Crime & Disorder Act
2000 Transport Act
(National Standards / Concessionary Fares, Statutory minimum)
2002 Amended Crime & Disorder Act
2003 Anti-Social Behaviour Act

Areas of Focus

Priority Areas of focus are:

In 2005/06 we will:	Council Objectives Number(s)
Conduct a feasibility study into the possible introduction of Decriminalised Parking Enforcement.	1,4
To support independent living for the vulnerable and elderly residents of Bromsgrove District. (LIFELINE/SHOPMOBILITY).	1,3
Integrate with CCTV to provide a more effective management of Town Centre car parks.	1,6
To review the current parking permits system to provide more cost effective parking.	4,6
To achieve cleaner, greener, safer public spaces.	1,3
Under the umbrella of shared service look to expand the CCTV service to other areas of Bromsgrove and Worcestershire.	1,6
Develop and integrate Section 17 of the 1998 Crime & Disorder Act within the Authority and its Key Partners. The 1998 Crime & Disorder Act placed an obligation on local authorities and the police to co-operate in the development and implementation of a strategy for tackling crime and disorder. Section 17 was primarily conceived as an 'enabling device' for the promotion of effective crime reduction in the everyday activities of police and local authorities.	1,3,5,6

Recovery Plan Issues

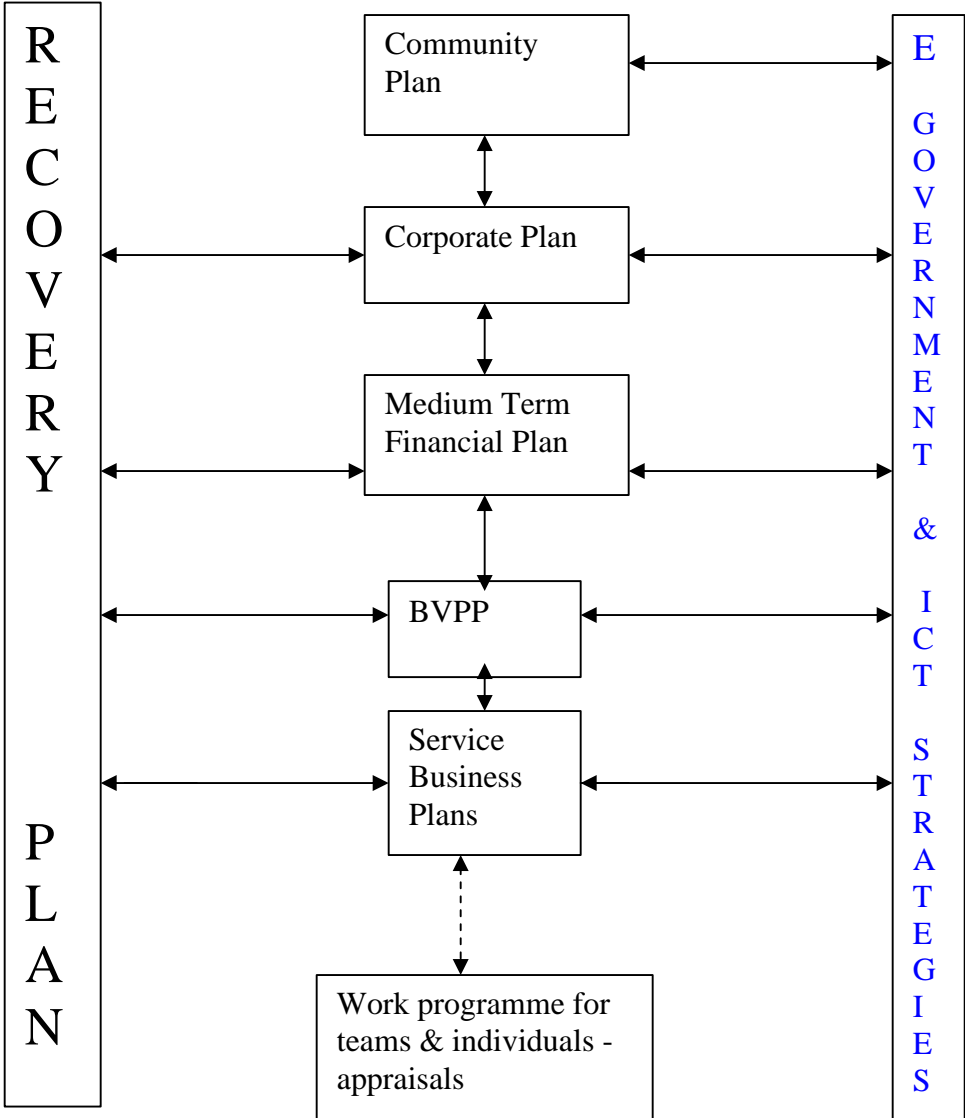
The Related Recovery Plan Themes are:	In 2005/06 we will:
Modernisation & Cultural Change	<ol style="list-style-type: none"> 1. Move to a more proactive, accountable, and realistic approach. 2. Continually assess strength and weakness. 3. Concentrate on 'Good News' stories that reduce the Fear of Crime issues. 4. Realistic approach to service delivery issues.
Strategic Leadership & Political Priorities	Community Safety Partnership 3 Year Strategy for 2005/08 will be delivery focused against 5 Priority Areas.
Performance and Service Improvement	Examine other parking systems, such as pay on foot, and assess their suitability for the Council car parks.
	Review role of Community Safety Partnership with Improvement Plan and stronger performance management of targets and budgets in line with NACRO (National Association for the Care and Resettlement of Offenders) assessment.
Financial Management	Maintain strong financial management of budget & revenue streams.
Political Leadership	E-Government is fully applied to service delivery functions e.g. Street Naming / Numbering and Land Drainage.
Corporate Leadership	Ensuring Section 17 is embedded fully within Corporate structure.
Corporate Management	
Organisational Development	Positively engage with other partners (shared service) in areas of service delivery.

ICT and e-Government National and Local Projects that affect this service:

Electronic / Telephone payments for Services

Business Framework

How Our Key Plans Fit Together



Meeting Customer Needs

Our customers are the residents of and visitors to Bromsgrove District.

In 2004/05 We Have:	This Year We will:
Supported Neighbourhood Watch Schemes	Introduce portable CCTV for use by Neighbourhood Watch Schemes
Commissioned Residents Survey	Implement Strategy and 5 key priority areas
Commissioned Business Crime Survey	Update Community Plans targets in line with 2005/08 Community Safety Strategy
Used 2004 Crime Audit via JUIS	Develop the Action Plan to deliver agreed Local Area Agreement targets
Used Drugs Audit for 2004 via SMAT - Substance Misuse Action Team	Action Plan to deliver support / deliver 3 key Local Strategic Partnership themes:-
Used Alcohol Audit for 2004 via SMAT - Substance Misuse Action Team	Alcohol related Anti-Social Behaviour Obesity Life Long Learning
Produced 2005 - 2008 Community Safety Strategy	Review signage, marking, equipment, and illumination in all car parks
Agreed 5 Key Priorities within Strategy	Review the appeals process and payments timetable.
Agreed Targets with Government Office West Midlands (PSAs)	Carry out a survey to monitor any changes in customer satisfaction
Agreed local Key Performance Indicators - KPIs	Review the parking system currently employed (pay and display) and investigate the viability of alternative systems, specifically pay on foot
Deliver against Community Plan	12/10
Published clear location plans for visitors to Bromsgrove and information relating to car parking in Bromsgrove on the internet	
Introduced new clear laser printed parking permits with holograms	

Meeting Customer Needs

Our customers are the residents of and visitors to Bromsgrove District.

In 2004/05 We Have:	This Year We Will:
Reduced the number of excess charges issued in error or inappropriately	Review the possible introduction of Decriminalised Parking Enforcement.
In maintaining its high standard of customer care, BDC has achieved its first Safer Car Park Award	Review the accessibility of the service in relation to the Disability Discrimination Act
Carried out an in-depth customer satisfaction survey	Conduct a follow up customer satisfaction survey of all concessionary bus pass holders to monitor satisfaction levels of the new scheme
Introduced a new concessionary fares scheme	Promote the Lifeline Service with a view to increasing customer base
Implemented six monthly checks on all Lifeline Equipment	Produce a Customer Satisfaction Survey for Lifeline Service
Developed links with other agencies such as Age Concern	Deliver a shopmobility service to Bromsgrove Town Centre
Achieve first shared service delivery in area of CCTV	

Working Together

External Partnership arrangements

In 2004/05 We have:	This Year We will:
<p>Bromsgrove Community Safety Partnership has worked closely together with key partners to deliver 2002/05 Strategy.</p>	<p>The Partnership will deliver Action Plan 'stretch' targets for 2005/08 Strategy.</p>
<p>Support work of North Worcs. Domestic Violence Forum.</p>	<p>Continue support and increase funding around Communication and Schools Education Projects related to domestic violence.</p>
<p>Develop and implement protocols with Partners to decrease and address Fly Posting and Graffiti across District.</p>	<p>Scope actual cost of 'cleaning up' flyposting and graffiti.</p>
<p>Work with other Crime and Disorder Reduction Partnerships in areas around Persistent and Prolific Offenders, Anti-Social Behaviour and developing common audits</p>	<p>Develop Persistent and Prolific Offenders scheme in the District.</p>
<p>Provided Diversionary Schemes with Partners throughout the District.</p>	<p>Expand young people Diversionary Schemes e.g. Summer Holidays programme.</p>
<p>Strongly support the role of Neighbourhood Watch in driving down levels of Crime & Disorder</p>	<p>Expand the mobile CCTV packages for Neighbourhood Watch in the District.</p>
<p>Work with key partners to deliver improved CCTV for Hagley in a high crime area funded by Government Office West Midlands and Parish Council.</p>	<p>Continue to seek additional funding for high impact schemes.</p>
<p>Embraced new corporate Ordnance Survey mapping system.</p>	<p>Explore information transfer by paperless means with Property Developers and Royal Mail and the other public utility providers.</p>
<p>Work closely with Royal Mail Postcodes to rationalise service delivery for customers.</p>	<p>Continue to maintain links with other agencies and service providers such as:</p>
<p>Worked alongside Age Concern Well Check Project and Social Services to support independent living within the Bromsgrove District.</p>	<ul style="list-style-type: none"> • Age Concern • Social Services • Primary Care Trust

Our Performance

<p>In 2004/05: On target to achieve:</p> <p>BV 126 - Reduction of Domestic Burglaries</p> <p>BV126b - Domestic Burglaries detected</p> <p>BV127 - Reduction of Violent Crimes - Violent Crimes detected</p> <p>BV128 - Reduction in Vehicle Crime - Vehicle Crime detected</p> <p>Met targets for Class A Drug offenders in treatment</p> <p>Road Safety - achieved reduction in Fatalities/Serious Injuries for adults & children by 20%</p> <p>We are on track to exceed budget target for admission charge revenue for car parking</p> <p>We are on track to exceed budget for valid excess charge revenue for car parking</p> <p>Increased the average amount recovered per valid excess charge from 96% to 98%</p> <p>Achieved Safer Parking Award for 321 out of 1336 spaces, or 24% of spaces available</p> <p>Meet upper quartile performance target for Disability Discrimination Act in council buildings</p> <p>Partnered with Wyre Forest District Council to monitor their Town Centre CCTV cameras</p> <p style="text-align: right;">12/13</p>	<p>In 2005/06:</p> <p>New Government Office West Midlands target says overall reduction in Crime of 17.5% by 2008</p> <p>Agreeing targets with Government Office West Midlands around individual Crime areas</p> <p>Will mean re-aligning (1,2,4,6) Local Strategic Partnership Targets with 2005/08 Strategy.</p> <p>Plus new PSA Targets (see Service Improvement Action Plan)</p> <p>New Key Performance Indicators from Substance Misuse Action Team and Persistent and Prolific Offenders via Home Office will be available later in 2005</p> <p>Install 95% of Lifeline Equipment within five working days of initial interview</p> <p>Interview and Install an Urgent Lifeline Application within 24 hours</p> <p>Respond to 90% of emergency calls within 5 seconds and 99% within 20 seconds</p> <p>Deal with excess charge appeals within three days of receipt</p> <p>Record customer satisfaction and compare it with this year, and aim for 90% satisfactory or above in all cases</p> <p>Work with shopkeepers / Police to improve effectiveness of shop watch radio link</p>
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<p>Recorded levels of Customer Satisfaction as being satisfactory or above for the following:</p> <p>Overall cleanliness of the car parks 92% level and helpfulness of the attendants 60%</p> <p>Clarity of signs and information 89%</p> <p>Level of car park maintenance 88%</p>	<p>Increase the number of spaces which have achieved Safer Parking Awards from 321 to 421 out of 1336 spaces, or 32% of spaces available</p>
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Appendix 1 - List of BVPI's

Appendix 2 - Community Plan Targets

Resources

- **Financial**

2003/04 Actual net spend	2004/05 Estimated net spend	2005/06 Projected net spend
N/A	£678,200.00	£655,877.00

The costs and establishment for 2005/06 are set out below:

<i>Expenditure / Income</i>	<i>Cost</i>	<i>Notes</i>
<i>Employee costs</i>	£805,545.00	43 staff
<i>Premise costs</i>	£327,089.00	
<i>Transport costs</i>	£ 24,908.00	
<i>Supplies and Services</i>	£ 78,796.00	
<i>Contract Services</i>	£451,353.00	
<i>Transfer Payments</i>	-	
<i>Support Service Costs</i>	-	
<i>Capital Costs</i>	£ 96,650.00	
<i>Total Expenditure</i>	£1,784.341.00	
<i>Income</i>	-£1,128.464.00	
<i>Net Expenditure</i>	£ 655,877.00	

***Support Services are excluded from this cost analysis.**

Details of any key efficiencies achieved:-

1. Revenue Funding for camera monitoring (Wyre Forest)
2. CCTV at Hagley fully externally funded by Government Office West Midlands and Hagley Parish Council

• Staffing

Portfolio Holder details:
Cllr Peter Whittaker - Community Safety Engineer/ Portfolio Holder

Name	Brief Details of Duties	Room No	Tel Ext	E mail address
John Moody	Head of Service	151	1356	j.moody@bromsgrove.gov.uk
Tim Hawkesworth	Technical Services Manager	100	1374	t.hawkesworth@bromsgrove.gov.uk
Julia Hickman	Lifeline Officer	100	1375	j.hickman@bromsgrove.gov.uk
Victoria Hartshorne	Lifeline Officer	100	1375	v.hartshorne@bromsgrove.gov.uk
E. Appleby	Arch. Tech.	100		
Keith Blackburn	Works Inspector			
Kevin Hiron	Arch. Technician			
Maureen Baker	Admin Support	100	1373	m.baker@bromsgrove.gov.uk
Graham Rocke	Partnerships Officer	152	1486	g.rocke@bromsgrove.gov.uk
Graham Hancox	ASB Officer	152	1472	g.hancox@bromsgrove.gov.uk
Pauline Ross	Admin Support	152	1650	p.ross@bromsgrove.gov.uk
Phil Wood	Warden	152	1650	n/a
Warren Moore	Warden	152	1650	n/a
Shamim Akhtar	Community Safety Officer	152	1423	s.akhtar@bromsgrove.gov.uk
Steve Martin	Enforcement Administration	149	1457	steve.martin@bromsgrove.gov.uk
Patrick Lees	Groundwork / Maintenance	149	1357	p.lees@bromsgrove.gov.uk
PA12	Parking Attendant	N/A	N/A	N/A
PA16	Parking Attendant	N/A	N/A	N/A
PA18	Parking Attendant	N/A	N/A	N/A
Cheryl Brasnell	Excess charge administration	149	1308	c.brasnell@bromsgrove.gov.uk
Andrew Aldis	CCTV Operator			

J. Boreham	'as and when' CCTV			
Dean Boyce	CCTV Operator			
Joy Boyce	CCTV Operator			
Dione Crane	CCTV Operator			
Phillip Hefford	CCTV Operator			
Rachel McAndrews	Security Con Room Op			
Peter Mole	Security Con Room Op			
Karen Ricketts	CCTV Operator			
Roy Rowlands	Security Con Room Op			
Vanessa Slater	Security Con Room Op			
Michael Thompson	Sec Con Room Op			
Dawn Withers	CCTV Operator			
John Bailey	Engineering Tech.			
Susan Slade	Draughtsperson			
John Cole	Caretaker			
Isobel Cassidy	Cleaner			
Patricia Eades	Cleaner			
Jayne Rock	Cleaner			
Zoe Scott	Cleaner			

Staff Structure

12/18

01/04/05 update.

Service Improvement Action Plan

Public Service Agreements:

- PSA1 - to reduce overall crime in Bromsgrove District by 17.5%
- PSA2 - to reassure the public, reducing fear of crime, anti social behaviour and building confidence in the criminal justice system without compromising fairness
- PSA 3 - to bring 25 million offences to justice by 2007/08
- PSA4 - to reduce harm caused by illegal drugs including substantially increasing the number of drug misusing offenders entering treatment through the Criminal Justice System
- PSA6 - to increase voluntary and community engagement, especially amongst those at risk of social exclusion

Areas of Service Identified for Improvement

Key Problems/Issues	Actions to Address	Timescale
Keep Bromsgrove Safe	See 2005/08 Strategy and Action Plan	Overall reduction in Crime by 17.5% by 2008
To Keep Communities Feeling Safe	See 2005/08 Strategy and Action Plan	As above plus monitor levels of Anti Social Behaviour and yearly audit around 'How Safe Do You Feel'
Achieve Cleaner, Greener and Safer Public Places	See 2005/08 Strategy and Action Plan	As above plus use of Environmental Dept Key Performance Indicators and use of Fly Posting and Graffiti Action Policies
To reduce the Harm of Drugs and Alcohol	See 2005/08 Strategy and Action Plan	Adoption of Substance Misuse Action Team Key Performance Indicators and Targets to 2008
Realise the Potential of our Young People	See 2005/08 Strategy and Action Plan	Yearly action plan to deliver 2008 Targets as per Strategy
Debt Recovery Process	Review admin procedures	1st Quarter 2005/06
Performance Management	Benchmark Key Performance Indicators with recognised Industry Standards	Ongoing through 2005/06
Standards of signage, illumination, markings, and number of pay and display machines	Review of parking operation	1st Quarter 2005/06

Appendix 1

12/20

01/04/05 update.

Appendix 1

12/21

01/04/05 update.

Appendix 2

Targets for 2005/06

MEASUREMENT	AMOUNT
BV126a Domestic Burglaries per 1,000 Households	Reduction of 5% *
BV126b Domestic Burglaries Detected	Increase of 5% *
BV127 Violent Crimes per 1,000 Population	Reduction of 5% *
BV127 Violent Crimes Detected per 1,000 Population	Increase of 5% *
BV127a Violent Crimes committed by a stranger per 1,000 population	Reduction of 5% *
BV127b Violent Crimes committed in public space per 1,000 population	Reduction of 5% *
BV127c Violent Crimes committed in connection with licensed premises per 1,000 population	Reduction of 5% *
BV127d Violent Crimes committed under the Influence per 1,000 population	Reduction of 5% *
BV128 Vehicle Crimes per 1,000 population	Reduction of 5% *
BV128b % Vehicle Crimes detected	Increase of 5% *
BV156 % of Authority Buildings open to the Public in which all public areas are suitable for and accessible to disabled people.	Target Level 85%
BV174 Number of racial incidents recorded by the Authority per 100,000 population	No targets set because of very low incidents
BV175 % of racial incidents that resulted in further action	Ditto
BV 180a Energy Consumption/m2 (kwh) of local authority operational property, with comparable buildings in the UK as a whole (expressed as %). Target is a reduction on previous energy consumption	Reduction of 3%
BV199a Litter and Detritus	To be set for 2005/06
BV199b Graffiti	Ditto
BV199c Fly Tipping	Ditto
BV199d Fly Tipping	Ditto
Overall reduction in Crime 2005 -08 as per Community Safety Strategy and agreed with Government Office. Broken down as follows Based on 2003/04	Overall reduction of 17.5% (includes stretch target of 2.5%)
Vehicle Crime Offences per 1,000 Population	From 1040 to 957
Criminal Damage Offences per 1,000 Population	From 1456 to 1201
Violent Crime Offences per 1,000 Population (relating to common assaults and wounding only)	From 1160 to 957
Domestic Burglary Offences per 1,000 Population	From 759 to 626
Reduction in number of Prolific and Priority Offenders	To be agreed with Home Office for 2005/06

* Subject to ratification with West Mercia Police

**Crime Performance Statistics
For
Bromsgrove Community Plan**

AIMS	AMOUNT 02 - 05	2003 BASELINE	ACTUAL To Jan 05
Reduce Crime			
Dwelling Burglaries	- 25%	581	402
Vehicle Crime	- 30%	1,845	809
Non-Dwelling Burglaries	-10%	560	490
Drugs/Substance Misuse			
Class A Offenders dealt with	+5%	34 N.Worcs	44
Anti Social Behaviour Young People			
Reduce Youth Offending	-5% per year	57 under supervision	42 (predicted to March 2005)
Improve Quality of Life			
Violent Crime	-20%	207	995
Anti Social Behaviour	-20%	4980	3626
Improve Road Safety			
RTA fatalities/serious injuries	-20%	52	49 (to Nov 2004)
Children killed/seriously injured	-20%	26	5 (to Nov 2004)

NB: Violent Crime appears to have substantially increased. This is due to the way Violent Crime is now recorded against Home Office National Crime Recording Standards. Reported incidents such as Domestic Violence and small children throwing stones at each other are all now recorded as violent crimes. This has substantially increased levels of reported violent crime nationally.

Quarterly Position Statements are issued to Members, Parish Councils, BDC Officers and all Partners covering Project Status, Funding and Delivery data.

Comments and feedback form

We would like your views on this booklet. Please detach this page and send it to:

The Audit & Policy Section
The Council House
Bromsgrove

1. How helpful have you found this booklet?

.....
.....
.....

2. What did you particularly like about it?

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.....
.....

3. What aspects can be improved? How?

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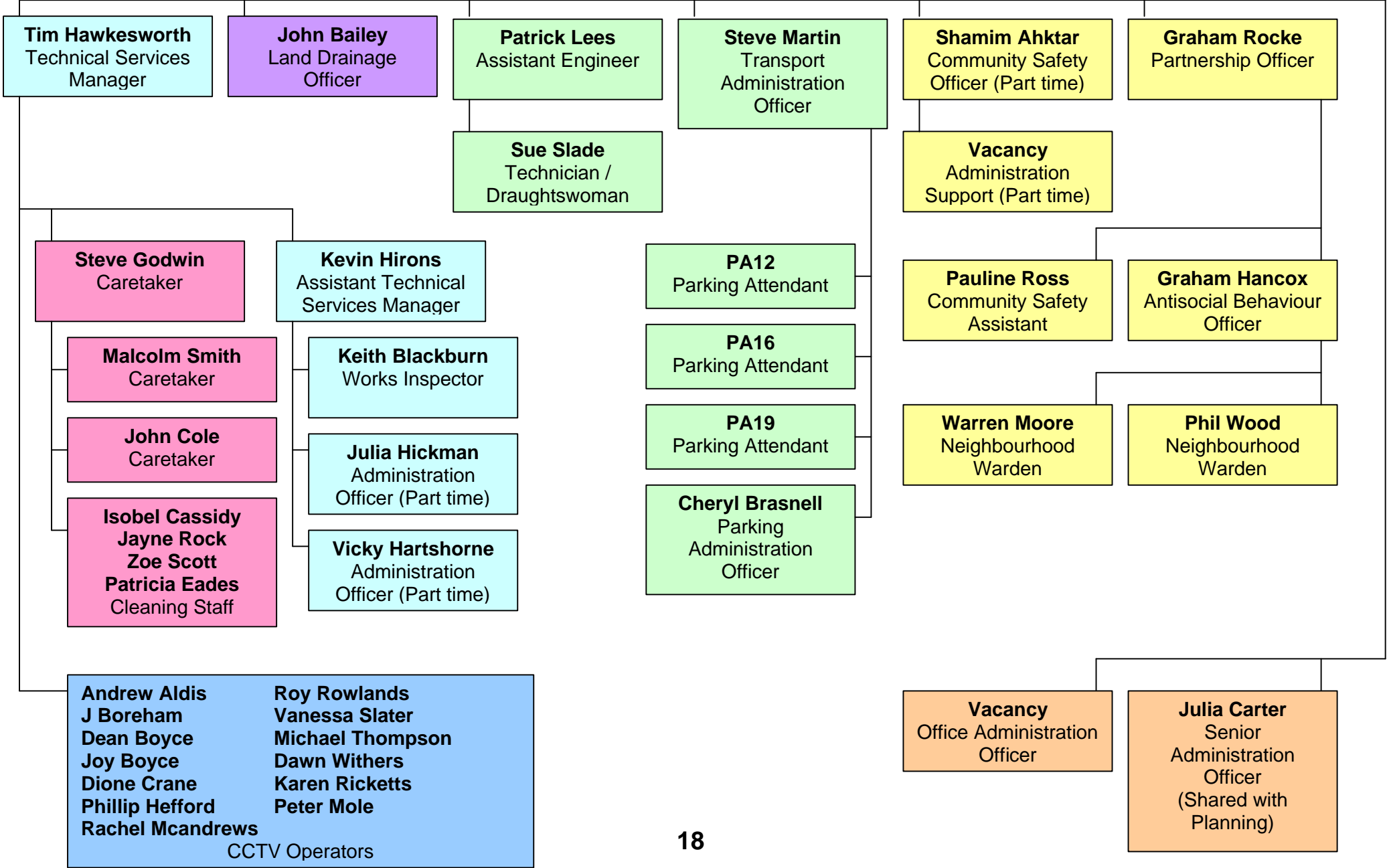
4. Any other comments?

.....
.....
.....

Name
(Optional):.....

Service:
.....

John Moody
Head of Community Safety and Engineering



BROMSGROVE DISTRICT COUNCIL

EXECUTIVE CABINET

13th April 2005

Proposal for the Protection of Employee Pay during Redundancy Redeployment

Responsible Portfolio Holder	Councillor Roger Hollingworth
Responsible Head of Service	Corporate Director (Resources)

1. Summary

- 1.1. The Council has acknowledged through its recovery plan that a number of its Personnel policies are in urgent need of review and this report outlines the proposed changes to one of them, the Protection of Employee Pay during Redundancy Redeployment.

2. Recommendations

- 2.1. It is recommended that;

- 2.1.1. Executive Cabinet agree to the reduction for the period that employee pay is protected during redundancy redeployment from 3 years to 12 months; and that
- 2.1.2. the establishment of a Policy and Procedure Consultation Group (PPCG) is noted.

3. Policy and Procedure Consultative Group

- 3.1. The Council have a number of Personnel policies that are in need of review. This may be either to bring them up to date following legislative changes or to make them more fit for purpose. This will form a major part of the work of the new Personnel Services section once all of the posts have been recruited to.
- 3.2. In view of the above it has been decided to form a Policy and Procedure Consultation Group (PPCG), to overview all the Policies and Procedures currently being reviewed and updated by the Personnel Services section, within which one representative from each employee group will be invited to participate.
- 3.3. The terms of reference will be discussed at the next meeting although a draft is attached at Appendix A for information. The terms of reference for the consultation group will ensure that constructive and positive input from Employee Representatives into the programme is encouraged. BDC will be prepared to listen to any positive feedback from Employee Representatives as long as it is deemed to be an improvement opportunity for the proposal. Members are asked to endorse this approach.

4. Protection of Employee Pay during Redundancy Redeployment

- 4.1. One of the urgent areas for review that was identified (given how our budgetary situation appeared in January) was the Protection of Employee Pay during Redundancy Redeployment which forms part of the Redundancy and Redeployment Policy (R&R Policy).
- 4.2. The Council's current policy is that an employee, if placed in a redundancy redeployment situation, will receive 3 years protection of earnings. This was felt to be unaffordable, given the financial situation and also the need to modernise the Council's practices.
- 4.3. The Council submitted to the PPCG a proposal to reduce the protection period from 3 years to 6 months on the conditions as proposed in Appendix B. After discussion with the PPCG and mindful of the comments about the possible effect on employee morale the Senior Management Team have concluded that a more equitable solution is to move to a 12 month pay protection as detailed in Appendix B. Members are asked to endorse this approach.

5. Financial Implications

- 5.1. By reducing the pay protection period this will reduce the longer term cost to the Council.

6. Personnel Implications

- 6.1. Any staff currently on protected pay as a result of redundancy redeployment will not be affected by this.

7. Other Sub Headings

- 7.1. None .

Legal Implications
Governance/Performance Management Considerations
Community Safety Considerations
Risk Management Considerations
Policy Considerations
Environmental Considerations
Equalities Implications

Background Papers

Report to Executive Cabinet 21st July 2004 - Customer Services

Contact officer

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E Mail: k.dicks@bromsgrove.gov.uk
Tel: (01527 881487)



BROMSGROVE DISTRICT COUNCIL

POLICIES AND PROCEDURES CONSULTATION GROUP (PPCG)

PROPOSAL FOR TERMS OF REFERENCE

- 1. PURPOSE:**

The purpose of this document is to provide focus for the strategic introduction of new, modified and updated Council policies and procedures.
- 2. SCOPE:**

All existing policies and procedures, along with those newly devised specifically to meet statutory legislation and “best practice”
- 3. POLICIES AND PROCEDURES CONSULTATION GROUP (PPCG):**
 - 3.1 The formation of Policies and Procedures Consultation Group (PPCG), consisting of Employee representatives, Senior Managers and Human Resources (HR) staff, to review new, modified and updated Council policies and procedures.
 - 3.2 The PPCG will be a consultative body with the ability to communicate modifications and improvements back to HR, but not the ability to re-negotiate the details of a specific policy or procedure. (Ref: Information and Consultation of Employees Regulations 2004)
 - 3.3 The PPCG will review each policy, guided by the Terms of Reference (TOR - see Section 5 - Terms of Reference), with the objective of feeding back any improvements to HR.
 - 3.4 HR will then arrange to take these documents through to OMT (and elected Members Group if required) for ratification before issuing the final policy or procedure onto the Personnel file of the BDC intranet.
 - 3.5 Managers and employees will be informed by HR which policies and procedures have changed, and arrange any further communications as necessary.
 - 3.6 When Phase 1 of the review is complete, the PPCG will review modified or new documents as and when required.
- 4. PROCEDURE:**

Each policy and procedure will be reviewed to the same standard, which will involve:

 - 4.1 Each member of the PPCG being issued with a final draft of the specific policy or procedure to be reviewed.
 - 4.2 The documentation being reviewed by each PPCG member in accordance with the Terms of Reference (see Section 5 - Terms of Reference).
 - 4.3 PPCG members being expected to feedback at the next scheduled review

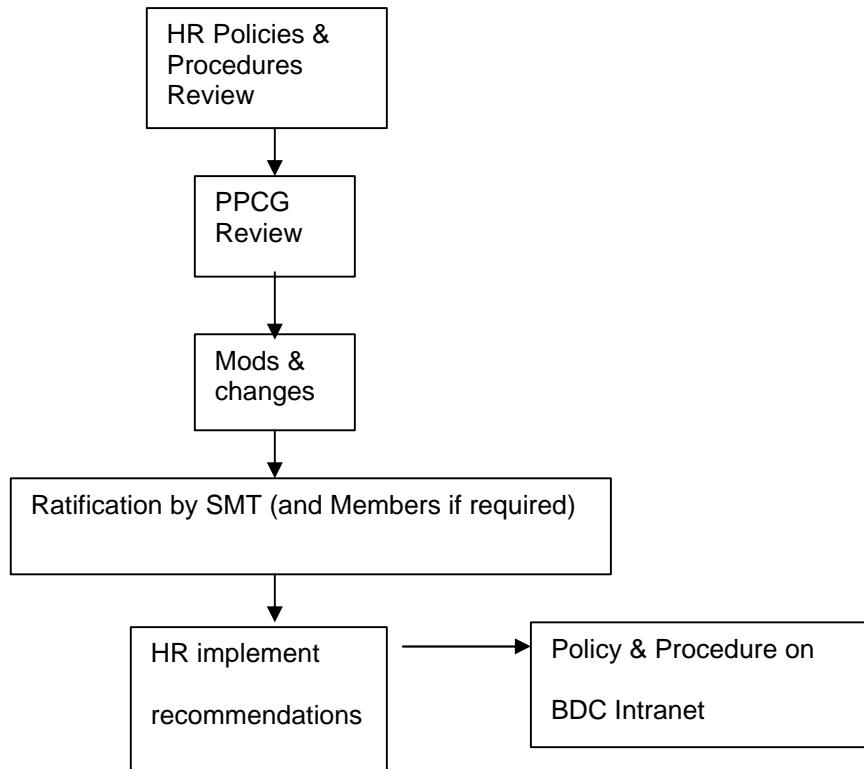
meeting following the issue of the draft. PPCG members will be expected to give their final responses at this meeting as any further changes will have to be done via a 6 month review.

- 4.4 The “sign off” of the designated draft policy or procedure by the chairperson, on behalf of the PPCG, as having been reviewed.
- 4.5 The chairperson of the PPCG ensuring that the amended policy or procedure is returned to HR following the review meeting to forward for ratification and then implement any adjustments and for issue to the BDC intranet. The HR resource within the PPCG will advise, if applicable, about any implications that may arise regarding recommended alterations to an original draft.
- 4.6 HR implementing changes to the draft and issuing as a completed policy or procedure onto the BDC intranet.

5. TERMS OF REFERENCE (TOR):

- 5.1 **Mission Statement:** The PPCG, on behalf of employees of BDC, will strive to ensure that all recommended changes to new and existing Policies and Procedures raise and maintain the standards expected of a forward thinking and customer conscious organisation. To support this objective:
 - 5.2 During the review of the documentation prior to a meeting, the PPCG member will:
 - 5.1.1 Highlight any element that appears vague or unclear.
 - 5.1.2 Highlight any element that does not appear to reflect BDC standards.
 - 5.1.3 Bring their copy of the draft to the next appropriate PPCG meeting for reference and for disposal by HR.
 - 5.2 During the PPCG feedback meeting the PPCG member will:
 - 5.2.1 Listen to other PPCG member’s views and queries.
 - 5.2.2 Discuss any outstanding issues that may not have been raised by other PPCG members.
 - 5.2.3 Accept the views of the PPCG group as a whole to support the “signing off” of a policy or procedure.

6. FLOW CHART:



Bromsgrove District Council

**Proposal for the Protection of Employee Pay during Redundancy
Redeployment**

1. Summary

Within the Protection of Pay policy there are two key elements:

1.1 The amount of Pay and benefits that are covered:

- Payment of basic salary.
- Bonus averaged over the 12 months prior to the transfer.
- Overtime averaged over the 12 months prior to the transfer.
- Travel expenses over and above current travelling distance.
- Essential Car User Allowance.
- Shift Payments.

1.2 The duration of pay protection:

Initial feedback indicates that very few Authorities are either consistent with a National Agreement, or with each other, regarding the Protection of Pay following re-deployment. Two examples are given below:

- One of our largest neighbouring Authorities has moved toward a policy protecting pay over a maximum of 12 months.
- In another local case, an Authority's guarantee for the protection of "current" pay is now for an initial period of 6 months only. This specific Authority has had this arrangement in place since 2001.

1.3 Most Authorities also stipulate:

- Protected pay is "frozen" and does not attract any annual increments.
- the cessation of Protected Pay if the employee voluntarily gains an alternative post regardless of the salary level.
- On completion of the Protected Pay period, the employee will revert to the highest SCP point for the grade of the post.

2. Proposal

2.1 Contractual Earnings: BDC to introduce a 12 month Protected Pay Guarantee that includes:

- Payment of basic salary.
- Bonus (if applicable) averaged over the 12 months prior to the transfer.
- Overtime (if applicable) averaged over the 12 months prior to the transfer.
- Travel expenses (if applicable) over and above current travelling distance.
- Essential Car User Allowance (if applicable).
- Shift Payments (if applicable).

The above elements could be grouped under the heading of "Contractual Earnings" within the Redeployment and Redundancy Policy to encompass any associated "pay" benefits that may apply to an individual.

2.2 Annual Pay Increments and Protected Pay:

- The Protected Pay guarantee effectively means that the protected salary, based on the Contractual Earnings formula above, would be “frozen” and **will not** attract an incremental rise or annual cost of living increase.
- The new post salary would continue to attract both an incremental rise and the annual cost of living increase.
- If the salary in the new post rises above that of the “frozen” protected salary then the new basic salary would automatically apply.

2.3 The following conditions will also apply:

- Protected Pay would end if the employee voluntarily gains an alternative post regardless of the salary level.
- On completion of the Protected Pay period, the employee will revert to the highest SCP point for the grade of the new post (if the grades overlap then at a point not less than the employees current salary).

BROMSGROVE DISTRICT COUNCIL

EXECUTIVE CABINET

13th APRIL 2005

2005/08 STRATEGIC AUDIT PLAN - YEAR ONE

Responsible Portfolio Holder	Councillor Roger Hollingworth
Responsible Head of Service	Corporate Director - Resources

1. SUMMARY

1.1 To present the first year of the 2005/08 Strategic Audit Plan.

2. RECOMMENDATION

2.1 The Executive Cabinet is recommended to note and approve the first year of the 2005/08 Strategic Audit Plan, as detailed in the report.

3. BACKGROUND

3.1 The Recovery Plan Financial Management Theme (Reference FM - 6) identified a need to:

- Develop an approved audit plan to cover a three year timescale in compliance with external guidance, requirements and best practice.

The target completion date was April 2005.

3.2 The 2005/06 Internal Audit Plan has been discussed with and approved by the Corporate Director (Resources) and Officers Management Team.

3.3 The Council is required under Regulation 6 of the Accounts and Audit Regulations 2003 to “maintain an adequate and effective system of internal audit of its accounting records and of its system of internal control in accordance with the proper internal audit practices”.

3.4 To aid compliance with the regulation, the CIPFA Code of Practice for Internal Audit in Local Government in the United Kingdom 2003 details that “Internal Audit work should be planned, controlled and recorded in order to determine priorities, establish and achieve objectives and ensure the effective and efficient use of audit resources”.

3.5 Taking into consideration the Accounts and Audit Regulations, CIPFA Code and other best practice guidance, the Internal Audit Section have adopted an Audit Risk Model Policy. The document helps guide the planning process and allows all potential auditable areas to be identified and risk assessed, thereby allowing the creation of an audit plan. The planning process can be summarised as follows:

- Identification of all potential areas for audit review. Sources used include budget details, Committee minutes and reports and discussions with Council staff.

- Allocation of a risk score to each auditable area. Each potential area is scored between 1 and 5 (5 meaning high risk) on the following twelve issues, with the results being fed into a risk formula:
 - Value of income and expenditure.
 - Number of employees involved.
 - Risk impact on the organisation.
 - Volume of transactions.
 - Impact of Management and staff.
 - Third Party Sensitivity.
 - Standard of Internal Control.
 - Likelihood of occurrence of risk.
 - Likely effectiveness of audit.
 - Length of time since previous audit.
 - Effectiveness of other assurance providers.
- Identification of total potential resources available to Internal Audit for 2005/06.
- Ranking of each risk score and subsequent prioritisation of all auditable areas, considering the resources available.

3.6 The introduction of an Internal Audit Plan for 2005/06 will aid the effectiveness of the Internal Audit function by ensuring that:

- Internal Audit assists the Authority in meeting its objectives by completing each audit review detailed in the plan.
- Internal Audits performance is monitored against the plan on a weekly basis and appropriate action is taken should variances materialise.
- Reports are presented to the relevant panels and committees throughout the year detailing current performance against the plan.
- A review of all the Authority's key financial systems is completed, enabling the Authority's External Auditors to place reliance on the work completed by Internal Audit each year.
- An opinion can be formed on the adequacy of the Authority's system of internal control.

4. Financial Implications

4.1 None outside existing budgets.

5. Legal Implications

5.1 The Council is required under Regulation 6 of the Accounts and Audit Regulations 2003 to "maintain an adequate and effective system of internal audit of its accounting records and of its system of internal control in accordance with the proper internal audit practices".

5.2 The Council is required to undertake certain judgmental audits each year as part of the managed audit arrangements. All other audit topics are risk assessed annually in accordance with the principals of risk management.

Background Papers

None.

Contact officer

Neil Shovell - Principal Auditor
 E Mail: n.shovell@bromsgrove.gov.uk
 Tel: (01527) 881667

2005/06 Internal Audit Plan

Description	Risk Score	Directorate	Section	Proposed Audit Start Date
Budgetary Control & Strategy	106.6	Resources	Financial Services	Quarter 3
Dolphin Centre	94.4	Services	Leisure Services	Quarter 2
General Ledger & Bank Reconciliations	86.5	Resources	Financial Services	Quarter 4
Car Parks	82.5	Services	Technical Services	Quarter 1
Depot	79.4	Services	Depot	Quarter 1
Procurement	73.9	Resources	Audit & Policy	Quarter 4
E-tendering / E-purchasing / E-payments	69.8	Resources	IT Services	Quarter 4
Corporate Governance & Recovery Plan	66.1	Resources	General	Ongoing
Customer Services Centre & Cash Income	65.7	Resources	Service Centre	Quarter 2
Policy Compliance	61.9	Resources	General	Quarter 1
Risk Management	59.1	Resources	Audit & Policy	Ongoing
Freedom of Information Act	58.5	Resources	Legal & Personnel	Quarter 1
Electronic Government - Strategy & Policy	56.7	Resources	IT Services	Quarter 2
Treasury Management	55.9	Resources	Financial Services	Quarter 2
Creditors	55.5	Resources	Financial Services	Quarter 4
Financial Regulations	54.9	Resources	Financial Services	Quarter 3
Asset Management	54.0	Resources	Administration	Quarter 2
Business Continuity / Civil Contingencies	53.3	Resources	Audit & Policy	Ongoing
IT Systems Project Management	53.0	Resources	IT Services	Ongoing
Council Tax	51.8	Resources	Revenue & Benefits	Quarter 3
Contract Final Accounts	50.9	Services	General	Ongoing
Insurance	49.4	Resources	Financial Services	Quarter 2
E-mail Policy	46.5	Resources	IT Services	Quarter 2
BDHT Service Agreement Monitoring	45.8	Resources	Legal & Personnel	Quarter 1
IT Strategy & Policy	45.0	Resources	IT Services	Quarter 2
NNDR	40.1	Resources	Revenue & Benefits	Quarter 4
Benefits	38.5	Resources	Revenue & Benefits	Quarter 4
Licensing & Taxi Licensing	37.9	Resources	Administration	Quarter 1
Payroll & Recruitment	37.6	Resources	Financial Services	Quarter 3
Debtors	32.9	Resources	Financial Services	Quarter 3
Performance Indicators	31.9	Resources	Audit & Policy	Quarter 1
Corporate Management	31.6	Resources	General	Quarter 1
Petty Cash	26.0	Resources	Financial Services	Quarter 2
Equality	23.7	Resources	Legal & Personnel	Ongoing
Travel & Subsistence - Officers	16.7	Resources	Financial Services	Quarter 3

BROMSGROVE DISTRICT COUNCIL**EXECUTIVE CABINET****13TH APRIL 2005****SUPPORTING PEOPLE PROGRESS REPORT AND DRAFT 5 YEAR STRATEGY**

Responsible Portfolio Holder	Cllr P.Whittaker
Responsible Head of Service	A.M. Coel

1. SUMMARY

- 2.1 This report provides members with a position statement regarding the financial position of the Worcestershire Supporting People arrangements for the funding of supported housing schemes within the County and the scheme review programme.
- 2.2 The report also brings forward for member's approval a draft 5 year Supporting People Strategy (Appendix I to the report).

2. RECOMMENDATION

- 2.1 **That the latest position regarding the service reviews and financial position in 2004-2005 and 2005-2006 be noted.**
- 2.2 **That action to challenge the likely significant reduction in Worcestershire's Supporting People funding in 2006-2007 and beyond be approved.**
- 2.3 **The 5-Year Strategy be approved.**

3.0 BACKGROUND

- 3.1 The Supporting People programme is committed to providing a better quality of life for vulnerable people to live more independently and maintain their tenancies. The Supporting People programme in Worcestershire currently provides low level support for approximately 10,000 people. This includes older people, people with mental health issues, learning disabilities, physical disabilities, homeless, offenders, teenage parents, travellers, people with alcohol problems, people who have suffered from domestic violence, young people at risk and young people leaving care.
- 3.2 The Supporting People programme was launched in April 2003 and comprises a funding, quality monitoring and needs assessment programme for housing related support services. Prior to Supporting People, housing related support was funded in a number of different ways and was not strategically planned and co-ordinated. One of the Supporting People

responsibilities is to review all these services. The Office of the Deputy Prime Minister (ODPM) require all services to be reviewed for strategic relevance, eligibility, value for money and quality of provision by 31st March 2006. The intention is that this review programme will allow authorities to reshape the Supporting People market to meet local needs and priorities.

- 3.3 The Supporting People programme is administered by the County Council on behalf of the Worcestershire Supporting People partnership, which consists of representatives of the 6 District Councils, the 3 Primary Care Trusts and West Mercia Probation Service as well as the County Council. The County Council in its role of administering authority, issues contracts to providers, makes payments and has responsibility for ensuring that the programme is effectively administered and delivered. The County Council has a key responsibility for the finances of Supporting People and the responsibility to work with its partners to deliver the best possible services within the resources available. Part of this responsibility is to ensure a robust 5-year Supporting People strategy covering the period April 2005 - March 2010 setting out the direction in which services will change and develop to meet the needs of the local area.
- 3.4 This report outlines the current Supporting People position in Worcestershire in particular highlighting the financial situation and then presents the 5 year Supporting People strategy which is proposed for consultation.

4.0 Financial Background

- 4.1 In April 2003 the Supporting People programme began with significant additional resources. All organisations were encouraged to increase investment in housing related support through a Transitional Housing Benefit Scheme, which ran for 3 years from April 2000. It is estimated that housing related support in Worcestershire increased by approximately £5 million over this period to create an initial Supporting People budget for 2003-04 of £16.2 million.
- 4.2 Central Government judged that the increase in expenditure nationally over this period was too high. Supporting People funding has consequently been reduced in cash terms from a peak of £1.81 billion nationally in 2003-04, to £1.72 billion in 2005-06 and a planned further reduction to £1.7 billion in 2006-07. This represents a cash reduction of 6% allowing for inflation it represents real terms reductions of 12%.
- 4.3 **2004-05 FINANCIAL POSITION IN WORCESTERSHIRE** - The Worcestershire Supporting People programme for 2004-05 is funded by a £15.961 million grant direct from the ODPM. This represented a real terms reduction of £770,000 compared to 2003-04. This expenditure reduction has been achieved by a cash freeze on all prices reducing real terms expenditure by £360,000 and service reductions of £310,000.

The latest projections indicate that the Supporting People service is on target to achieve the necessary cash reductions to balance the budget in 2004-05. The Supporting People programme is also likely to build up a reserve of £350,000 from underspends in the first two years which Supporting People can use as a "margin of safety" to fund "slippage" on demanding savings targets in 2005-2006 and future years.

- 4.4 **2005-06 FINANCIAL POSITION IN WORCESTERSHIRE** - The 2005-06 Supporting People grant for Worcestershire is £15.248 million. In real terms this is a 7.4% cut from the 2004/5 grant equivalent to a reduction of £1.175 million. In 2005-06, some new investment of up to £300,000 is also essential which means that the required savings on existing expenditure is actually £1.475 million. Withholding inflation for a second year is not a viable option, as it would destabilise the supported housing sector in Worcestershire. The reductions will need to be achieved by the large programme of service reviews already underway and planned.
- 4.5 The Supporting People Commissioning Body are confident that the savings required can be achieved. It was always the intention to change the range of services inherited in April 2003 to reach a position of sustainable, cost effective high quality services. However the imposed cuts have forced a quicker pace of change. There is a need for a faster and more pro-active approach to the monitoring and review programme to allow for faster review outcomes. It is also important to emphasise that there will be difficult decisions to be made regarding the services provided to a range of vulnerable people. These decisions will need a significant level of partnership working in order to manage rapid and far reaching change in the local supported housing sector.
- 4.6 **SUPPORTING PEOPLE FUNDING; 2006-07 AND FUTURE YEARS-** The Supporting People grant for Worcestershire for 2006-07 and beyond has not yet been announced. However further cuts are anticipated.
- 4.7 The ODPM are considering further changes to the way grant is distributed; effectively moving money away from county areas like Worcestershire into metropolitan areas. Some exemplifications of possible distribution formula indicate Worcestershire's share of the Supporting People pot could fall to as little as £11.8 million i.e. a further reduction over the next few years of £3.4 million. This would be very damaging for Supporting People services in Worcestershire.
- 4.8 The possible distribution formula is complex and it is the view of the Supporting People team and the County Council's network (CCN) that it is based on flawed methodology, e.g. inappropriate use of the deprivation index, ethnicity levels, density of population etc. The ODPM have not yet released this distribution formula for formal consultation. When this happens, it is essential that Worcestershire makes its views known. The Supporting People partnership intends to work closely with other authorities affected and the County Council network to achieve this.

5.0 5 Year Strategy Process

- 5.1 The ODPM states that the purpose of the 5-year strategy is to examine critically the services inherited from the previous funding streams and focus them on local need and strategic priorities. The expectation is that the document should not be lengthy but should be clear, concise and able to articulate realistic priorities. The strategy should provide a framework for how the Worcestershire Supporting People partnership will meet identified needs and priorities. It will consider how to fill gaps in service provision and how to fill gaps in knowledge and understanding of needs. Worcestershire's draft 5 year strategy (copy attached at Appendix I) follows the guidelines produced by the ODPM and includes the following sections:

(i)	Executive Summary
(ii)	Strategy development
(iii)	Supply analysis
(iv)	Strategic relevance and needs analysis
(v)	Value for money
(vi)	Statement of local charging policy
(vii)	Proposals for a 5 year strategy
(viii)	Annual plan 2005-06

5.2 **DEVELOPING THE 5 YEAR STRATEGY** - The Supporting People 5-year strategy has been developed by a range of stakeholders and service users in the Supporting People partnership. The Supporting People Strategy Group consisting of senior representatives of the 6 District Councils, County Council, Primary Care Trust and Probation service and supported by the Supporting People manager has taken responsibility for overseeing and contributing to the development of the strategy. In addition there are a range of service provider and user forums that have contributed to strategic development. During the summer of 2004 the administering authority (County Council) engaged Peter Fletcher Associates to carry out detailed analysis of Supporting People needs. This work consisted of a mix of primary and secondary research. The primary research focused on a range of "hard to reach groups" to receive direct input about the types of services needed. This work focused specifically on women fleeing domestic violence, people from black and minority ethnic groups and young people. The secondary research consisted of desktop analysis and stakeholder discussion in relation to a range of existing needs information across all Supporting People service user groups. This approach was designed to ensure that Supporting People fulfils its primary objective of supporting the strategic objectives of existing public service commissioners throughout the county.

Peter Fletcher Associates needs analysis and input from local stakeholders has been fed into the strategy as developed by Matrix Consultants and the Supporting People manager. The Strategy also takes account of the financial context highlighted above.

6.0 **Five year strategy approval and next steps**

6.1 The document has been submitted in draft form to the Office of the Deputy Prime Minister with outline proposals for formal approval and formal consultation. All 11 public authorities represented on the Supporting People Commissioning Body will be discussing for approval the draft strategy at meetings during April 2005. Following this approval the strategy will be issued for 3 months formal consultation specifically focusing on the development of a first year action plan to achieve changes and developments required within the programme.

6.2 It should be noted that the ODPM have stated that stand-alone Supporting People strategies will not be required in the future. Supporting People priorities should be set out through community strategies. Corporate CPA processes will in future pick up the administration of the Supporting People programme and outcomes from its delivery locally. The ODPM have also indicated that it expects the administration of the Supporting People programme to be absorbed into the mainstream local authority function already existing within the administering authority. As Worcestershire is a two-tier authority the issues are

increasingly complex and will need consideration about the most appropriate structures to ensure that Supporting People is effectively led and driven forward.

7.0 Financial Implications

- 7.1 The financial responsibility rests with the County Council as Supporting People Administering Authority.

Background Papers

None

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Draft 5-Year Supporting People Strategy 2005 - 2010

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1.0 Executive summary

1.1 Worcestershire's vision for Supporting People

Within Worcestershire, the key strategic partners from the District Councils, the County Council, the National Offender Management Service and the Primary Care Trusts have formed the Worcestershire Supporting People Partnership. This partnership has taken responsibility for developing and implementing a countywide vision for the Supporting People programme in the county. The County Council will continue to act as the legal entity for the programme, with responsibility for administering all of the Supporting People funding.

In Worcestershire, the Supporting People programme funds housing related support services for 10,000 people, which contribute towards meeting the strategic priorities of the Worcestershire Supporting People Partnership and its key aims in relation to health, social care and criminal justice. The partnership have identified a number of strategic priorities, which link to regional and national priorities and aims, where the Supporting People programme can aid and complement local ambitions:

- making our neighbourhoods safer (addressing crime, community safety and anti-social behaviour);
- addressing homelessness (preventing homelessness, in particular repeat homelessness and supporting women at risk of domestic violence);
- tackling substance misuse (alcohol and drugs);
- providing support to people who are vulnerable through age, disability or life experience to maintain independence.

Worcestershire is committed to ensuring the Supporting People programme targets its activities on the most appropriate housing related support services for the whole county to maximise the benefit yielded. The partners in the Worcestershire Supporting people programme believe that the five-year strategy presents an excellent opportunity to consider the local supported-housing market as a whole, in order to deliver the following vision:

- are accessible, high quality, effective and culturally sensitive;
- contribute to the strategic objectives of the county and its partners;
- enable vulnerable people to develop and sustain independent living;
- housing related support is provided regardless of type of housing
- making best use of complimentary resources;
- prevent or delay the need for more intensive, higher cost health and social care interventions; and
- contribute to successful outcomes of wider housing, health and social care interventions.

1.2 Realising this vision

The findings set out in this strategy imply that a significant level of well-managed change is required to realise this vision. Against a backdrop of expected cuts in funding over the next five years, the key to moving towards this vision is acting strategically across the programme in our commissioning, our service reviews and our needs analysis to direct and improve the package of services we deliver.

In order to achieve the significant level of change outlined in this strategy, the Worcestershire Supporting People Partnership intends to consider the strategic implications of commissioning and delivering services across Local Authority boundaries. The partnership believes that this is an increasingly important factor in achieving best value from a capped budget.

The Partnership will continue to adopt a rigorous anti-discriminatory approach to the commissioning and delivery of new and existing services, aiming to offer supported housing that meets the highest standards of equality and diversity for all, regardless of race gender, age, disability, sexual orientation, religion or belief. However, the Partnership also recognises that this inclusive may not be possible or appropriate in all circumstances and that some groups or needs may require more individual or specialised services.

1.2.1 Commissioning

Scrutiny of current needs analysis¹ and evaluation of the current supply profile has led us to select, within the context of the changing needs and available resources, the following commissioning priorities for each client group:

Client group	Commissioning priorities
Older persons	<ul style="list-style-type: none"> • early intervention services for older people with mental health needs • low level preventative housing related intervention as provided by home improvement agencies, community alarms and assistive technology. • move from sheltered to floating support services; and • to provide low level support where appropriate within existing and new extra care provision

¹ Needs analysis was conducted by Peter Fletcher Associates (2004). Some limitations to this work are set out in section 5.0.

<p>Learning disabilities</p>	<ul style="list-style-type: none"> • improving choices, including enabling people to live independently through the provision of floating support; and • short-term transitional services to help make the move from high dependency living to independence.
<p>Mental health</p>	<ul style="list-style-type: none"> • floating support; and • short-term transitional services to help make the move from high dependency living to independence.
<p>Teenage parents</p>	<ul style="list-style-type: none"> • short-term transitional services to make the move to independent living • floating support and coordinating services.
<p>Homeless (homeless families; single homeless people; rough sleepers)</p>	<ul style="list-style-type: none"> • taking a strategic approach to homelessness across Worcestershire, which builds on local services; • intensive support to enable individuals to access temporary accommodation; • floating support; • innovative services for the prevention of initial repeat homelessness such as support for rent deposit guarantee schemes; improving access to quality temporary supported accommodation; • complementing housing strategies countywide; • working to commission and deliver services across Local Authority boundaries.
<p>Substance misuse</p>	<ul style="list-style-type: none"> • low level support and floating support for individuals with drugs problems; • complementing the low-level community interventions such as the Drug Intervention Programme (DIP) to enable the inclusion of floating support in the DIP team; and • low level support for people with alcohol misuse problems.
<p>Offenders</p>	<ul style="list-style-type: none"> • low level support to prevent/reduce re-offending; • transitional housing models and floating support; • support to enable people to access good quality affordable housing and; • services that ensure the programme links in with the National Offenders Management Service (NOMS) to develop a seamless package of support.

Travellers	<ul style="list-style-type: none"> a comprehensive and integrated needs analysis for this group is proposed to inform actions within future annual plans.
Young people (young people leaving care; young people at risk of homelessness, offending or sexual exploitation)	<ul style="list-style-type: none"> services to prevent and reduce homelessness such as mediation and support for rent deposit guarantee schemes; homelessness prevention for care leavers and young people at risk (e.g. homelessness, offending, sexual exploitation) and; cross authority provision or local satellite services
Domestic violence	<ul style="list-style-type: none"> services that aid the sustainability and development of safe short-term transitional services and floating services to remain in their homes or quality temporary housing. access to housing related support services in all areas of the county. To review the service provision across the county.
People with sensory impairments and physical disability	<ul style="list-style-type: none"> to enable people to access supported housing and housing related support to assist commissioners in developing specific development plans
People with HIV/AIDS	<ul style="list-style-type: none"> a comprehensive and integrated needs analysis for this group is proposed to inform actions within future annual plans.
Refugees	<ul style="list-style-type: none"> a comprehensive and integrated needs analysis for this group is proposed to inform actions within future annual plans.

To ensure a more strategic service profile develops, Worcestershire's Supporting People programme will seek to commission services that:

- deliver the vision;
- meet the needs of vulnerable people in the county;
- are flexible;
- are sustainable;
- are cost effective, providing value for money;
- fit with the strategic priorities of the Worcestershire Supporting People Partnership;
- are high quality; and
- are eligible for Supporting People funding.

Eligibility is a challenge to local Supporting People programmes due to the absence of government guidance. The Worcestershire SP partnership is setting out specific eligibility framework, with the aim of ensuring:

1. fair and equitable access based on need through the introduction of common standards to assess housing related support needs.
2. the services are focused on providing low level housing related support services that compliment preventative health, social care, substance misuse or criminal justice interventions;
3. Supporting People services are complementary to the work of the wider Worcestershire SP partnership and not separate from, wider social care and health services; and
4. funding is used to support services in line with the grant conditions that apply to Worcestershire.

1.2.2 Service reviews

The Supporting People team are currently reviewing all services commissioned by the programme. This process can play a crucial role in altering the service profile if guided by a structure that is underpinned by the overall vision. The process has itself been reviewed and it has been agreed that future reviews will follow a framework, outlined in table 7.0 (section 7.0), that prioritises reviews to maximise efficiency. Each review will be prioritised depending on the extent to which the service is:

- strategically relevant;
- providing value for money; and
- posing a risk to the Supporting People programme.

1.2.3 Developing a needs driven programme

To accomplish our vision and deliver services strategically, it is vital that the programme is needs driven. It is widely accepted that the current evidence base of need for housing-related support in the county is low.

It is the intention of the Supporting People programme to continue to generate an accurate picture of need across the county, in order for services to be appropriately targeted. The Supporting People Partnership will seek to work with other organisations, to ensure that strategic needs analyses are coordinated, jointly commissioned and incorporate user and provider perspectives.

1.3 Annual plan

The five-year strategy is a live document that will need to be reviewed in light of the evolving over-arching Supporting People agenda outcomes of consultation, as well as external factors, such as alterations to funding, PSAs or the regional agenda. To preserve the relevance of the strategy and ensure progress is timetabled and monitored, the five-year strategy will be used to inform a new annual plan each year.

2.0 Introduction

2.1 National programme

On the 1st April 2003, the Office of the Deputy Prime Minister (ODPM) launched the national Supporting People programme. Supporting People offers housing related support to over a million vulnerable people in the UK. One of its key aims is to maximise the opportunities for individuals to lead independent lives. The Supporting People programme has a series of objectives:

- A programme that delivers quality of life and promotes independence;
- Services that are of a high quality, strategically planned, cost effective and complement existing care packages;
- The planning and development of services is needs led; and
- A working partnership of local government, probation, health, voluntary sector organisations, housing associations, support agencies and service users².

Supporting People has an important role to play in helping Worcestershire achieve the Public Service Agreement targets it is set by HM Treasury. These targets are updated every two years and so future strategy reviews must take these changes into consideration. Current national PSA targets focus on:

- Reducing homelessness;
- Working with individuals and communities to combat discrimination
- Increasing voluntary and community sector activity;
- Promoting mental health for all by working with individuals and communities to combat discrimination and promote social inclusion;
- Reducing the harm caused by drugs by reducing drug related crime;
- Reducing the under-18 conception rate and improving the life chances for children;
- Increasing the participation of problem drug users in drug treatment programmes and increasing the proportion of users successfully sustaining or completing treatment programmes; and
- Protecting the public and reduce re-offending.

2.2 Local context

Worcestershire is a large county, with a contrasting mix of very rural areas and a number of larger urban areas, made up of six District Councils³ and three Primary Care Trusts (PCTs)⁴. At

² ODPM (2004) What is Supporting People? London: Office for the Deputy Prime Minister (http://www.spkweb.org.uk/NR/rdonlyres/77059B33-F1D7-4B37-BFA3-6E7D4074AB08/0/What_is_Supporting_People_Document.pdf)

³ Bromsgrove; Malvern Hills; Redditch; Worcester; Wychavon and Wyre Forest.

⁴ Redditch and Bromsgrove PCT; South Worcestershire PCT and Wyre Forest PCT.

the time of the 2001 Census⁵ the population of Worcestershire was 542,107, of which 2.5 per cent were from a Black and Minority Ethnic (BME) group. The population is predicted to grow to 557,000 in 2007⁶.

Worcestershire County Council is the Administrative Authority responsible for implementing Supporting People across Worcestershire. The Administrative Authority contracts providers and partner organisations for the provision of Supporting People services. Within Worcestershire a Commissioning Body and Core Strategy Group make up the Supporting People Partnership to govern the Supporting People programme.

The Commissioning Body's role is to approve strategy. It will also recommend this strategy for formal approval to elected member bodies. The Commissioning Body has 11 members, including representation of:

- Worcestershire County Council;
- West Mercia Probation Service;
- Nominated representatives from each of the six District Councils; and
- Nominated representatives from three Primary Care Trusts.

The Core Strategy Group has responsibility for strategy development and implementation. The group has 13 members, comprising:

- Nominated representative from each of the six district councils;
- Worcestershire County Council;
- West Mercia Probation;
- Nominated representatives from three PCTs; and
- Supporting People Lead Officer.

A team of 12 staff, employed within the County Council structure to deliver the Supporting People programme. Their role includes:

- Contract monitoring;
- Commissioning, in partnership, new supported housing and housing-related support
- Undertaking the service review programme;
- Promoting best practice and continuous improvement, and
- Implementing and managing service provider and user involvement.

Worcestershire Supporting People programme is a member of the West Mercia Cross Authority Group and also forms part of the West Midlands regional Supporting People programme (see appendix one for further detail and the Cross Authority Statement).

⁵ Worcestershire County Council: 2001 Census Worcestershire County Population Report (based upon calculations using mid 2003 estimates from Census 2001).

⁶ Worcestershire County Council Population projections.

2.3 Five year strategy

Each 'non-Excellent'⁷ Administrative Authority in the UK is required to produce a five-year Supporting People strategy. The five-year strategy builds on and evolves from the 'Shadow Strategy' that was published in Worcestershire in August 2002. Worcestershire's Supporting People Partnership believe that it is good practice to develop and publish an overarching Supporting People Strategy, and have chosen to remain guided by this five year programme, despite the County Council being granted 'Excellent' status.

The purpose of the five-year strategy is to:

- Critically examine current Supporting People service provision;
- Focus on local need and how this will be met in the future;
- Highlight gaps in current information and how these will be filled in the future;
- Consider relevant local strategic priorities and their 'fit' with Supporting People; and
- Set out priorities for future Supporting People service development.

Appendix two contains an overview of how this strategy was developed and agreed.

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⁷ The Audit Commission undertakes a Comprehensive Performance Assessment of each Local Authority in the country, and grades each at four levels. Those currently assessed as 'excellent' (including Worcestershire) have different Supporting People grant conditions.

3.0 Strategic relevance

The strategic aim of Supporting People in Worcestershire is to commission housing related support services that, in coordination with partners including housing, health and social care services, promote or assist vulnerable individuals to sustain their accommodation through the delivery of low level support that, increase the individual's choices for independent living that complement existing services. Through funding Supporting People services, Worcestershire Supporting People Partnership aims to achieve a series of outcomes for service users. These outcomes meet the objectives of the programme as outlined above, and also contribute to the objectives of a number of local, regional and national strategies. In Worcestershire, the key objectives that Supporting People contributes to are:

- Making our neighbourhoods safer (addressing crime, community safety and anti-social behaviour);
- Addressing homelessness (preventing homelessness, in particular repeat homelessness and supporting women at risk of domestic violence);
- Tackling substance misuse (alcohol and drugs); and
- Providing support to older people or people with disabilities to maintain independence.

These objectives have been identified through a strategy mapping exercise, which examined a range of strategies and policies published by Worcestershire County Council and its partners. Appendix three contains a series of strategy mapping tables that illustrate relevant local and regional strategies and how Supporting People can impact strategic objectives and targets.

This document is the five-year strategy for the Supporting People programme. It offers a direction of travel for next five years based on current strategic priorities. As this is a dynamic time in the development of social policy and practice, it will need to be systematically reviewed annually to ensure that it meets local strategic aims and objectives, and reflects current national, regional and local policy making.

3.1 Worcestershire's vision

There is a considerable body of evidence demonstrating that when Supporting People funded activities are targeted and focused in an appropriate manner, significant benefits to the individual, their families and the community can be yielded. In turn, the programme can realise economic benefits for local partners and the exchequer⁸. It is the intention in Worcestershire to ensure that the Supporting People programme funds and provides the most appropriate housing related support services for the county, in order to maximise the benefits produced.

Worcestershire's vision for the Supporting People programme is to fund services that:

⁸ The benefits of Supporting People (2004) Matrix Research and Consultancy Limited (Matrix), Office of the Deputy Prime Minister.

- Are accessible, high quality, effective and sensitive to equality and diversity;
- Contribute to the strategic objectives of the county and its partners;
- Enable vulnerable people to develop and sustain independent living;
- Enable choice through the separation of housing and support;
- Prevent or delay the need for more intensive, higher cost health and social care interventions; and
- Contribute to successful outcomes of wider housing, health and social care interventions.

Worcestershire County Council, the administering authority for the Worcestershire Supporting People programme, has been granted 'Excellent' status. A key aim for the county will be to maintain this status and ensure continual improvement of services. Effective use of the Supporting People programme will serve to contribute to this. Through the provision of Supporting People funded services that meet the aims and vision of the programme prevention of more intensive and expensive support in the future can be achieved. In order to achieve this, change is required.

The Worcestershire Supporting People Partnership is committed to developing and delivering services that offer the highest standards of equality and diversity, including:

- Equal treatment regardless of race, gender, age, disability, sexual orientation, religion or belief
- Working to eliminate unlawful discrimination
- Promoting equal opportunities
- Promoting community cohesion, including good relations between people from different racial groups
- Facilitating reasonable access to interpretation or support on request
- Responding to the needs of all eligible groups and working to engage all eligible sections of the community

3.2 Change

The findings set out within this document suggest that a significant level of change is required to the current programme. This is due to:

- Changes in the level of Supporting People funding available;
- A 4.5 per cent cut in Worcestershire's programme grant from £15,960,702 in 04/05 to £15,247,996 in 2005-06;
- Current gaps in provision; and
- Learning from best practice.

The commissioning process will drive change in the Supporting People programme. The Core Strategy Group and Commissioning Body will lead this. They will seek to commission services that meet all of the following criteria:

- Meet the strategic aims set out above;

- Complement the vision;
- Meet the needs of the county;
- Meet the programme's assessment of contemporary best practice;
- Are flexible;
- Are sustainable;
- Are cost effective, providing value for money;
- Fit with the strategic priorities of partners;
- Are high quality; and
- Are wholly eligible for Supporting People funding.

Over the next five years the Worcestershire Supporting People programme will move towards the provision of housing related support regardless of tenure. The programme will only provide tenure specific support when either intensive support is required in the short term or when tenure-based support meets the wider aspirations of service users. In the move towards non-tenure specific housing related support, a mix of service types will be provided dependent on service users needs and aspirations.

3.2.1 Current and future anticipated spend

The Supporting People programme is funded by a grant from the Government, currently allocated to each Administering Authority according to legacy funding drawn down from various sources prior to April 2003. Future grant allocations will be allocated according to a complex distribution formula developed by the government for this purpose. The current version of the distribution formula shows a significant reduction in Supporting People grant allocated to Worcestershire over coming years.

Using financial data modelling techniques, work has been undertaken by the Worcestershire Supporting People finance team to understand how the programme would react to a cut in funding. The modelling assumes, in line with the distribution formula, that the potential long term reallocation of the 2004-05 grant (prior to taking account of the reduction in the total pot), results in Worcestershire receiving a grant of £11,836,748.

The first scenario plotted how finances would respond if funding were cut every year by the same amount it was reduced by from 2004-05 to 2005-06 (an annual reduction of 4.47%). The model assumes that Worcestershire would also have to cover 2.9 per cent inflation. In this situation, the county would have to reach its target figure, around £11.4 million, by 2009-10.

The second scenario plotted a 1% cut in finances each year, with the county still having to fund annual inflation at 2.9%. In this model, the target is hit within ten years in 2014-15.

It is clear that Worcestershire face some extremely difficult financial challenges within the Supporting People programme over the lifetime of the five-year Supporting People strategy. The Supporting People Partnership is adopting a proactive approach and will continue to lobby for revision or withdrawal of the distribution formula, via organisational, regional or political means. However, the partnership will also continue to maintain an efficient Supporting People programme that will be able to deliver cost effectiveness savings as necessary.

3.3 Commissioning priorities

Within the context of change and striving to ensure that the Supporting People programme is strategically relevant, supporting statutory and non-statutory services in meeting the needs of local people, a series of commissioning priorities have been developed to shape and drive change in the Supporting People programme for future years.

3.3.1 Overarching commissioning priorities

A series of over arching key commissioning priorities have been identified that should be applied to all services commissioned by Worcestershire Supporting People:

- **Changing the face of service provision:** move from existing models of service provision (for example, group living) to services that supply a range of different support models that meet the needs and aspirations of users;
- **Improving access to good quality housing and support:**
- **Improving access for owner occupiers:** that enable people to remain independent within their homes;
- **Increasing access to services:** that are more flexible and able to respond to a wider range of needs. Where appropriate, access to services to also be considered geographically, on a cross authority basis;
- **Encouraging the formulation of accommodation and support strategies across all client groups:** to enable services to focus on their needs and link with the strategic priorities of partners;
- **Linking the Supporting People programme to housing capital programmes to facilitate new development;**
- **Reducing and eliminating risks to the programme:** risk exists across the programme. The service review programme (see section 7.0 for details) will be tailored to identify risks, ensure that funds are released and change is agreed within the right pace. In combination with commissioning and the procurement programme, risks will be effectively managed in the future; and
- **Meeting the housing related support needs of black and minority ethnic groups:** across Worcestershire the number of individuals from BME communities is relatively low, therefore the need for BME specific Supporting People services is anticipated to be low. Currently the Supporting People programme has achieved limited success in accessing individuals from BME groups. A priority is to initially generate evidence to increase knowledge of the housing related support needs of the BME community across the county. Findings can be incorporated into future commissioning strategies to ensure that services commissioned are capable of incorporating the needs of BME users. Actions should be:
 - Linked to current research
 - Making use of good practice being implemented locally
 - Taking account of BME issues in commissioning new services.
 - Improving access by BME community to existing services and improving links between SP and community.

- Demonstrating good practice - access work and forums.
- Using contractual process to improve BME related practice.

Commissioning priorities for specific client groups are set out below. Client groups have been grouped into three core headings (Older persons⁹; health¹⁰; and vulnerable groups¹¹. Each contains an overview of the anticipated change, as well as an indication of the likely future budget and the pace of change. The pace of change is defined as follows:

- **fast** - next two years;
- **intermediate** - three to five years; and
- **long term** - five to ten years.

3.3.2 Older persons

Around 17 per cent of the population in Worcestershire is aged over 65 years (slightly higher than the national average), and this is projected to increase to 19 per cent by 2009 whereas the number and percentage of people aged less than 20 years is set to fall slightly¹². As a result of these population changes and experiences of current provision, there is a need to invest Supporting People funds in service that reflect these changes. Specific areas identified for change include:

- early intervention services for people with mental health needs. This would involve low level housing related support to work in a preventative way;
- investment in HIA provision, community alarms and assistive technology, including the provision of a low level housing-related support service that could enable the early release of some individuals from hospital;
- moving from an accommodation based model of housing-related support to a community based floating support service; and
- Supporting People complementing the county's over arching aim for extra care provision and investing in specific elements of services that are eligible.

At this stage, we anticipate that the pace of change will be intermediate. Change will be undertaken in a measured way, taking into account individual users aspirations and the need to maximise capital resources. As part of stakeholder consultation, we will be asking views on this pace of change.

There is likely to be a below average reduction in the budget allocation for older persons service. Savings are unlikely to be made as reinvestment in new services is required.

⁹ Older persons incorporating two Supporting People client groups

¹⁰ Health incorporating five Supporting People client groups.

¹¹ Vulnerable groups incorporating eight Supporting People client groups.

¹² Calculation based on data from Worcestershire County Council population projections,

<http://www.worcestershire.gov.uk/home/cs-research/cs-research-data-population-2/cs-research-data-population-projections-3.htm>

3.3.3 Health

Learning disabilities

Change in the model of provision for people with learning disabilities will be made. 'Supported living' is the generic name for the process whereby people with learning disabilities are able to choose who and where they live regardless of need and then be supported to make those changes in their lives. Supported living options include a number of models, including group living, family placements and individual homes. Learning Disability commissioners in Worcestershire aim to move away from the prevalent group home model, where people have been 'placed' rather than having moved by choice, to one focused on individuals choice to live independently in the community, incorporating floating support to enable individuals to access general needs housing or achieve home ownership.

During the implementation of the 5-year strategy, the Supporting People programme will seek to move away from funding the traditional model of congregated living for people with learning disabilities. Instead, services offering greater choice will be advocated, to ensure that where people do share accommodation it is by choice.

It is important to ensure that the benefits of the Supporting People are maximised and therefore that services funded are eligible, it is likely that limits will be placed on the maximum proportion of the overall package of care that will be Supporting People funded. In the future, services will need to fit the Supporting People criteria and are likely to provide low-level housing related support that enables individuals and offers continuous improvement or maintenance. It is likely that transitional services will also be developed to bridge the gap between high dependency services and independent living.

We anticipate that the pace of change will be fast and an above average reduction in funding will be administered. However we will consult with local stakeholders. It is anticipated that the Supporting People programme will make savings in this area, in order to invest in other areas where need is currently unmet.

Mental health

The Supporting People programme is seeking to commission and reconfigure services in order that they enable people with mental health problems to access general needs housing and receive appropriate levels of support to enable them to live independently. Thus increasing the effectiveness of move on accommodation. This means moving away from existing provision models that are based on shared and congregated living. Options for transitional housing related support are required.

The pace of change is anticipated to be fast. There is a need to remove high cost and poor quality services and address the current gaps in provision. Effective countywide floating support provision is required, where appropriate to enable people to be supported where ever they choose to live in Worcestershire.

There is likely to be a reduction in the proportion of the Supporting People budget spent on this client group, however it is planned that services in the future will meet the needs of an increased number of individuals than is currently served.

Physical disability and sensory impairment

Currently the Supporting People programme provide very few services for people with physical disabilities, however a number of high cost services are funded. It is planned to target Supporting People funds to complement existing provision from other services and organisations, for example through the use of HIA services and assistive technology (glossary definition of assistive technology - ISIS). Increased support to meet the needs of people within the 18 to 65 years group, who are currently under served will also be provided.

The pace of change is anticipated to be in the long term. It is planned that Supporting People funds will be re-deployed to provide services for a greater number of people, to reduce the cost per unit.

Teenage parents Compare with aims.

Gaps exist in provision of housing related support for teenage parents, as well as the levels of information available about the client group. A number of improvements will occur to services to ensure that the needs of teenage parents are met to assist individuals establishing sustainable accommodation and that tenancy failure is reduced, these include:

- transitional support, through floating support services;
- preventing homelessness amongst teenage parents;
- Supporting People providers acting as facilitators to link all the interventions available, this would involve linking services for teenage parents with wider young persons services to ensure that the needs of the individual as a young person are met, as well as their needs as a parent;
- managing the balance between the needs of a parent and the needs of young people;
- developing a community cluster model (similar to the KeyRing service for people with learning disabilities); and
- developing service specifications to improve standards.

The pace of change is anticipated to be intermediate and it is envisaged that a greater proportion of Supporting People funds will be allocated to services supporting teenage parents in the future.

People with HIV/AIDS

Very little is currently known about this client group, as there are currently very few services across the county. As a 'hidden' population it will be necessary to undertake research involving people with HIV/AIDS to gain an insight into their housing related support needs.

3.3.4 Vulnerable groups

Homeless

There will be a move towards jointly planning and providing housing-related support services for the homeless at county level, away from district by district models of provision. It is recognised that there is considerable diversity within homelessness, including homeless families, single homeless people and rough sleepers. These groups have different needs and require different solutions. A number of developments are required to improve housing related support for the homeless, including:

- intensive support to enable single homeless people and homeless families to access temporary accommodation quickly and with minimal upheaval;
- floating support to complement, not replace, the statutory duties of homelessness officers, to enable the resettlement of single homeless people and homeless families;
- development of services that seek to tackle the underlying causes of homelessness, in order to prevent repeat homelessness. This will involve the development of partnership services;
- increasing innovation in homelessness service provision, to enable Supporting People to be targeted to fund preventative services, for example young people homeless, living at home. The programme is seeking to increase the ability of its services to prevent homelessness;
- increase data collection and research to build the knowledge base of countywide homelessness, share best practice and promote partnership working;
- managing the throughput of hostels to ensure rapid entry and exit; and
- improving the quality of hostel provision, through partnership with capital development/improvement programmes.

At this stage it is anticipated that the pace of change will be fast as there are significant levels of unmet need. The proportion of funding available to fund services for the homeless is likely to increase.

Substance misuse (alcohol and drugs)

The commissioning focus is on developing the provision of low level support for substance misusing individuals, moving away from funding countywide high cost schemes for people with complex or multiple needs. Support is required to enable individuals to access general needs housing.

Supporting People funds will be used to complement low-level community-based services such as the Drug Intervention Programme (DIP). This funding will enable the inclusion of complimentary floating support in services like the DIP team. Supporting People would focus on tier 1 interventions, with the specialist team dealing with more intensive support requirements within tiers 2 to 3. In addition to the DIP, due consideration will be given to the development of other low-level community interventions for drug misusers.

Currently there are no Supporting People funded services for people with alcohol problems. Low level support interventions will be developed.

The pace of change is anticipated to be fast. Funding is expected to be redistributed to enable the provision of services for a larger number of people, as well as the removal of funding from poor quality and ineligible services. The overall proportion of budget available to this group will increase.

Offenders

As with substance misuse, the commissioning focus will be to provide low-level support for offenders including prolific offenders, young offenders and some high-risk offenders. Services for dangerous offenders are unlikely to be deemed eligible. Transitional housing models will be developed, as well as floating support provision. The current quality of accommodation for this group is poor. There is a need for more aspirational housing.

Criminal justice policy and practice is currently in a state of change with the introduction of the National Offender Management Service (NOMS). Supporting People commissioning will ensure that it links into the NOMS programme to ensure the development of a seamless package of housing related support for offenders through the criminal justice system and in the community.

The pace of change is anticipated to be fast in order to re-focus the provision of services to eligible support and to meet the needs of the local population. The proportion of Supporting People budget will be increased.

Rough sleepers

Rough sleepers are a population that can be found within other 'client groups', such as homeless, substance misuse and offenders. Currently extremely limited Supporting People services are provided, however rough sleepers are recognised as a group in need. It is likely that services will be developed across existing services, for example outreach to rough sleepers through homeless services.

It is anticipated that the pace of change will be fast as they will be incorporated within developments in homeless, substance misuse and offender services.

Travellers

Worcestershire has a significant traveller population, however evidence and information relating to this group is poor. As commissioners there is awareness that there is a need for housing related support services however the composition of services and local need remains unknown.

It is proposed that a comprehensive needs analysis is commissioned and undertaken in partnership across the spectrum of county council and district council services, including health, education, housing, community safety and Supporting People. This would enable the commissioning of appropriate and eligible services to meet local need.

Young people

Services for young people need to change in order to meet local need and consideration should be given to cross-authority commissioning to improve access, cost effectiveness and service

coverage. Potential developments in the provision of housing related support for young people include:

- support to enable rent deposit guarantee schemes;
- early intervention services to prevent and reduce homelessness; Younger offenders - link to PFA
- homelessness prevention for care leavers; and
- services with satellite services to increase access over a wider geographical area.

The pace of change is expected to be intermediate. An increased proportion of funds will be available for young people focused services.

Domestic violence

Services for people fleeing domestic violence will be reconfigured. Commissioners will consider the provision of services at the county level, not on a district basis. The unit costs of services will also be reviewed to ensure they are sustainable and offer best value. The focus will be to provide cost effective accommodation based schemes, as well as the provision of a range of services to enable people escaping domestic violence to remain safe in their own homes. The aim will be for refuges to provide services to individuals on a short term basis in order for individuals to be supported in the medium term within the community.

The pace of change is anticipated to be intermediate and there is a need to undertake an integrated review of the domestic violence sector in Worcestershire. There is currently high demand for these services, as well as significant funds already dedicated to this client group. Future commissioning will aim to meet the needs of a larger number of people in order to meet unmet need.

3.3.5 Other client groups

The commissioning of services for client groups not mentioned above will be carried out in accordance with the outcomes of the service review programme (see section 7.0). Services will be re-modelled and commissioned accordingly, in a timely manner.

3.4 Commissioning statement

The County Council, in its role as Administering Authority for the Supporting People programme, has responsibility for the procurement, purchasing and contracting of all aspects of the Supporting People programme in Worcestershire. The Worcestershire Supporting People Partnership has agreed the following process with the County Council in order to comply with the Administering Authority's Standing Orders.

County Council Standing Orders set out guidance in relation to full tendering procedures for goods and services that are required to be followed, unless there are specific reasons that would justify an exemption. In the case of Supporting People Services, it often will not be feasible or beneficial to follow a tendering exercise and it will be necessary to seek approval to

an alternative methodology for the procurement of existing and new Supporting People Services. For the commissioning of new services it would be anticipated that the County Council's Financial Regulations would be followed.

However there are the following general circumstances when a request might be made that the County Council financial regulations to complete a tender exercise might be waived:

- Where the service is accommodation based and the support service provider is also the landlord and will not agree to a proposal to enlist an alternative third party to provide the support service
- Where a tender exercise is required but this has been satisfied by the completion of a tender process by an alternative agency e.g. District Council or a landlord, in consultation with the Supporting People Team
- Where a service is in essence a no choice contract, for example a new development funded through an inherited capital allocation to a certain provider from the Housing Corporation

For existing services, the determination of whether to tender or not will depend upon the outcome of the Service Review. Possible outcomes include: re-commissioning; remodelling/transferring and decommissioning. The approach to tendering would vary depending on the circumstances as follows:

3.4.1 Where the service is re-commissioned:

There would be little or no benefit derived from tendering the service if the review process demonstrated that the existing contractor provides a quality service, which demonstrates value for money. It is therefore proposed that contract standing orders should be waived and the existing contractor is provided with a further interim contract.

3.4.2 Where the service is re-modelled or transferred to another provider:

It is proposed that contract standing orders are waived and it is not necessary to go out to tender if the following circumstances apply in relation to the remodelling:

- The service review has established the need, eligibility, quality and value for money
- There are benefits derived from the change e.g. remodelling of high cost low volume service to a low cost high volume service that meets the need of service users.

If the service is to undergo significant remodelling e.g. rationalisation of a service provision across local authorities, then it will be necessary to tender the remodelled service. It would be appropriate to continue with the Interim Contract in the transitional period.

3.4.3 Where the service is to be de-commissioned:

The recommendation on action that should be taken varies depending upon the circumstances around decommissioning.

- If the service is still needed but is not eligible to receive for Supporting People Grant:

The Supporting People Team should negotiate with other agencies regarding how the service should be funded and who is responsible for funding the service. It would be appropriate to continue with the Interim Contract in the transitional period although this should be kept to a minimum.

- If the service is not needed

Notice should be served on the Service provider in accordance with the terms and conditions of the Interim Contract. In Worcestershire the notice period is three months from the end of the review.

- If the service is still needed but the current contractor does not provide a service of a satisfactory quality

After considering all options for improving the quality of the service under the existing provider a tender exercise should follow to obtain an alternative service provider. It will be necessary for the Supporting People Team to manage the transitional period carefully if continuance with the existing provider poses significant risks to service users. This may include the use or assistance of alternative service providers.

- If the service is still needed but the current contractor does not provide a value for money service:

A tender exercise should follow to secure an alternative service provider who is able to provide a value for money service. It would be appropriate to continue with the Interim Contract in the transitional period although this should be kept to a minimum.

4.0 Supply

4.1 Current supply profile

The total number of Supporting People funded **household units** (HHUs) in Worcestershire is currently **8,473**, including:

- 120 contracts, with 97 providers;
- 225 accommodation based services; and
- 51 floating support services.

It should be noted that the current supply of Supporting People services does not bear any relation to local housing related support need or a market that has been managed effectively in the past. It is the intention that within the next five years the supply profile will be significantly altered to ensure that:

- funding is utilised to meet local need;
- services are strategically relevant, offer value for money and operate at low risk; and
- flexible, in order to meet the changing need profile of the county.

4.2 Current resource profile

The current resource profile displays a great disparity between average unit costs across the client groups, ranging from £19 per week for older people's support to £255 to support those with learning difficulties. Figure 4.2 illustrates the range of average unit costs per client group:

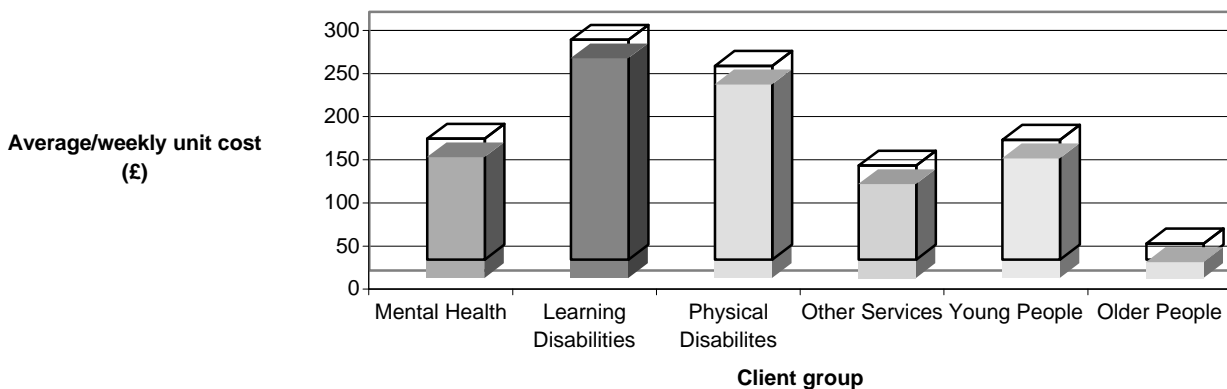
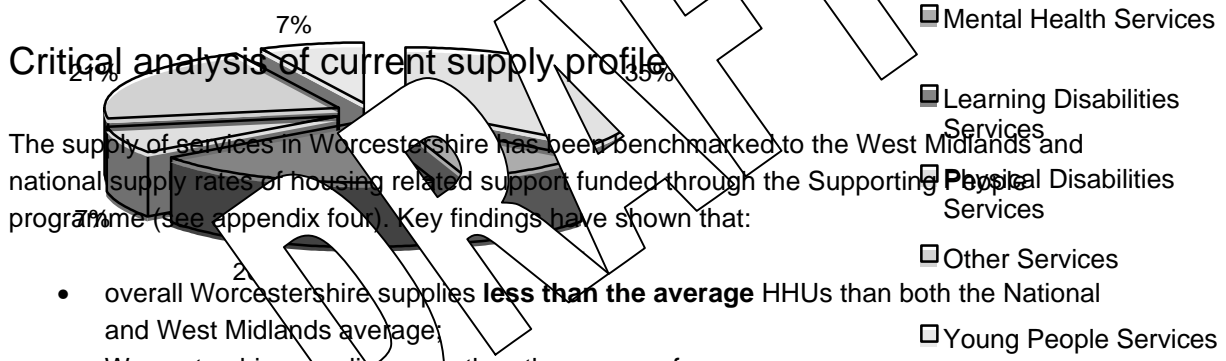


Figure 4.2: Average/weekly unit cost per client group 2003-04

A contrast is also evident in the proportion of spending per client group see figure 4.2.1 below. Older people's services attracted around 35 per cent of Supporting People funding in 2003-04, followed by services for people with learning disabilities with a fifth of all funding. Whilst support for people with physical disabilities has a relatively high average unit cost it accounted for just 7 per cent of spending.

Figure 4.2.1: Proportion of spending per client group 2003-04



4.3 Critical analysis of current supply profile

The supply of services in Worcestershire has been benchmarked to the West Midlands and national supply rates of housing related support funded through the Supporting People programme (see appendix four). Key findings have shown that:

- overall Worcestershire supplies **less than the average** HHUs than both the National and West Midlands average;
- Worcestershire supplies more than the average for:
 - older people with support needs;
 - frail elderly; and
 - travellers (although this baseline is distorted by a national and regional under provision);
- Worcestershire supplies less than the average for:
 - homeless client groups;
 - young people client groups,
 - offenders;
 - people with mental health problems; and
 - people with learning or physical/sensory disability;
- Worcestershire has less than the average **HHUs** for:
 - older people with mental health problems;
 - rough sleepers;
 - teenage parents;
 - refugees;
 - people with HIV/AIDS;
 - people with alcohol problems; and
 - people with drug problems.
- there is an **uneven supply** of HHUs across Worcestershire;
 - Worcester and Wychavon have a low level of supply (per 100,000 population); and
 - Redditch and Wyre Forest have higher levels of supply (per 100,000 population).

5. Need

5.1 Needs analysis work to date

The central evidence base of need for housing related support in Worcestershire is the “Supporting People Needs Analysis for Worcestershire” (Peter Fletcher Associates 2004). This section of the strategy is based entirely on this work.

This report sought to define needs across the county through a literature review of existing work, interviews with planners and workshops with key client groups. The report used some data around population for each client group, but did not distinguish between:

- incidence and prevalence of homelessness (i.e. between the number of times someone becomes homeless and the number of homeless people);
- the difference between population at risk and unmet need (i.e. the difference between the number of homeless people and the proportion of those people who need, but do not currently receive, housing-related support interventions); and
- issues to do with individuals in need and movement through services (i.e. the impact of critical failure points within the system and the impact this has on levels of unmet need over time).

This section draws on that report and summarises its conclusions for the client groups identified in section 3.3 as commissioning priorities. More detailed information can be found in the original report.

5.1.1 Older persons

Peter Fletcher Associates found that older people's services currently account for around 35 per cent of all expenditure and are by far the largest client group served by Worcestershire's programme¹³. Although older people are generally well provided for there is evidence that some districts and some people's needs are not being fully met. For instance, in one district there is a severe shortage of very sheltered accommodation¹⁴ and the Audit Commission noted in 2003 that provisions for frail older people and those with dementia were insufficient across the county¹⁵.

5.1.2 Health

Learning disabilities

Whilst people with learning disabilities receive around 20 per cent of budgeted funding there is still evidence of unmet need for this group. There is an identified need for around 132 supported homes over the next five years and, compared with other counties, more people are

¹³ Calculations based upon platinum cut (reconciled) data, 2003-04.

¹⁴ Peter Fletcher Associates (2004), Supporting People Needs Analysis for Worcestershire, p48.

¹⁵ Audit Commission (April 2003) Joint Review of Worcestershire Social Services, cited by Peter Fletcher Associates (2004), Supporting People Needs Analysis for Worcestershire, p46.

placed out of county and fewer live at home or in supported living options. Further information is required to assess need in each district and also need amongst those with complex needs, for example people with learning disabilities and mental health or substance misuse problems¹⁶.

Mental health

A review in 2002 found that services were clogged up due to an inadequate range and quality of provision, which generated unmet need amongst those in continuing care, service users with substance misuse problems and young people, often with a history of drug or alcohol misuse. It is estimated that that roughly 1,300 people will need some kind of psychiatric service each year although not all of those will require support. It is thought that expanding floating support is the best way to tackle this combined with at least a further 20 units in supported accommodation. There is also evidence of disparity of needs across the county, for example between rural and urban areas¹⁷.

Physical disability

There are many wards where the percentage of people suffering from long term limiting illnesses or registered as permanently sick or disabled is above the national average¹⁸. Floating support is higher than would be expected, however accommodation specifically for people with physical disabilities is scarce¹⁹. Overall, the evidence base regarding this group's needs is minimal.

People with HIV/AIDS

A recent needs analysis concluded that, despite evidence of a dramatic increase in the number of people suffering from HIV, there is currently no formal evidence of a need for housing-related support²⁰.

5.1.3 Vulnerable groups

Homeless²¹

Very little information has been gathered about homeless families and almost all districts accept that they must do more to help this group. The highest number of applications are found in Worcester and Wyre Forest.

Worcester has gathered detailed information that indicates a far greater need than in surrounding districts and a large number of applicants are turned away each year. It is estimated that not even an additional 30 units across the county would adequately address current demand. A survey of rough sleepers in Worcester found that a third were under 25 and around the same number were homeless after leaving institutions or care²².

¹⁶ Peter Fletcher Associates (2004), Supporting People Needs Analysis for Worcestershire, p139-148.

¹⁷ Ibid., p130-139.

¹⁸ Ibid., p63.

¹⁹ Worcestershire SP Team, Desktop review of WM SP Strategies checklist.

²⁰ Peter Fletcher Associates (2004), Supporting People Needs Analysis for Worcestershire, p129.

²¹ The needs of both homeless families and homeless single people are reviewed in this section.

²² Ibid., p94-122.

Substance misuse

A large volume of work has been carried out to develop an understanding of the level of need amongst substance misusers in Worcestershire, however, a reluctance to identify oneself as a misuser and the likelihood that users will have complex, multiple needs make definitive statements about this group's needs difficult. Users have identified several gaps in provision, such as a wet service and employment advice. It has been estimated that between 100-200 people are in need of some form of support and/or accommodation across the county²³. Alcohol misuse is thought to be widespread and it is estimated that at least a further 10 units of supported accommodation could be filled²⁴.

Offenders

Offenders are relatively well supported and there is a fuller understanding of their needs compared to other groups. Various strategies have focused on offender's needs and there are 23 units of supported accommodation based in Worcestershire as well as two units of floating support specifically for offenders within the general floating support network. Despite provision being higher than would be expected under ODPM guidelines, support has been developed to close a gap that saw those on short-term sentences being bypassed and therefore not qualifying for support.

Travellers

Worcestershire is thought to have the highest number of travellers in the West Midlands, up to 1,500. Although evidence is again inconclusive, research suggests that families being rehoused will need support to assist with literacy, paying bills and culture shifts²⁵.

Young people²⁶

There is evidence of unmet need across the region amongst young people leaving care. A review of homeless applications found that 8 per cent of young people gave 'leaving care' as the secondary reason for being homeless and young homeless people's greatest priority is emergency accommodation²⁷. In Worcester, research found insufficient 'move on' accommodation for young people leaving temporary accommodation they could ill afford²⁸.

Teenage parents do not receive supported accommodation in some districts and all areas have identified the need for more floating support for these users. The paucity of information makes it difficult to understand the extent of unmet need although one estimate puts it at between 15-25 additional units of support across Worcestershire²⁹.

²³ Ibid., p106-122.

²⁴ Ibid., p121.

²⁵ Ibid., p76-78.

²⁶ Young people leaving care, young offenders and teenage parents are all covered in this section.

²⁷ Ibid., p66.

²⁸ Ibid., p68.

²⁹ Ibid., p75.

Similar information difficulties hinder attempts to quantify the unmet need amongst young offenders, however it is thought that a minimum of 20-25 will need support each year³⁰.

Domestic violence

The level of support is currently being increased from 41 refuge places per 10,000 to 46 and the level of support outreach contacts from 200 per 70,000 to 600. Research has highlighted a lack of suitable 'move on' accommodation which results in excessive stays in accommodation designed to be exclusively for short term use. There may also be a need for a specific service dealing with women fleeing domestic violence who also have a substance misuse problem³¹.

5.2 The future of needs analysis in Worcestershire

The current evidence base of need for housing related support in Worcestershire is widely accepted as low. It is the intention of the Supporting People programme to maintain an accurate picture of need across the county, in order for services to be appropriately targeted. The Worcestershire Supporting People partnership will seek to work with a wide range of stakeholders to ensure that strategic needs assessments are coordinated, jointly commissioned and incorporate user and provider perspectives.

³⁰ Ibid., p94.

³¹ Ibid., p126-127.

6. Eligibility criteria and value for money

6.1 Introduction

The Worcestershire Supporting People Partnership is committed to a programme that promotes independence through services that are high quality, strategically planned, cost effective and complement existing care packages. To take full advantage of the programme's resources, and to distribute them fairly, it is imperative that they be targeted to ensure that services:

- have fair and equitable access;
- are targeted at those in need;
- are capable of delivering independent living through the provision of housing-related support;
- provide value for money; and
- complement other health and social care services.

One means of ensuring this is through the use of eligibility criteria. Eligibility is an issue that has caused significant problems for the Supporting People programme nationally since the inception of the programme. Worcestershire is proposing to adopt outcome focused eligibility criteria, that are clear, transparent and consistent and underpin our vision for Supporting People in Worcestershire while allowing us to direct resources strategically.

Our starting point is that assumption that Supporting People is not the unique pathway to independent living and nor should it be seen as a discrete programme whose clients needs are likely to be met entirely from within this programme. Worcestershire County Council assumes that:

- for some individuals, Supporting People is the only intervention that is required to maximise independent living;
- for other individuals, independent living can be maximised through the provision of social care services; and
- for others, Supporting People is merely one part of an overall care and support package that maximises independent living.

By explicitly defining who and what are eligible for support and at what price, it will be clear what clients and providers can expect Supporting People to fund. Complementing this, a single assessment process should end uncertainty and ensure vulnerable people have complete support packages.

The eligibility model outlined below focuses on outcomes of rather than approaches to support. As well as removing distractions that could impede the scheme, this approach allows Supporting People to harness the experience and knowledge of individual providers who, in turn, benefit from increased flexibility and it emphasises the overall aim of maximised independent living.

6.1.1 Defining who is eligible to receive support

Worcestershire is proposing to introduce needs-based eligibility criteria to manage access to services. We are proposing:

- that all individuals should be assessed using a common framework to determine the nature of their presenting need;
- that following assessment, an individual's presenting need will be defined in line with clear eligibility definitions;
- that an individual will be deemed eligible for Supporting People services when:
 - they have been assessed as being at risk of losing their ability to reach or maintain independent living, or they have been assessed as not currently being able to reach or maintain independent living; and
 - the provision of low level support focused around sustaining accommodation would prevent or delay loss of independence, or enable individuals to gain independence.

Worcestershire wants to target people in the low, moderate and substantial categories since it is these people who can be helped to live independently. Supporting People facing these difficulties can prevent or delay their conditions worsening. With support, a client who has been assessed as at moderate risk can over time move to the low risk category. Or a client whose position has been deteriorating can be stabilised.

As was stressed at the beginning of this section, Supporting People is neither a unique nor a solo route to independent living and, as such, will share the responsibility for funding support with other services. Given the focus of the programme, Supporting People would expect to fund less of people's support as they move to increasingly serious risk categories. Figure 6.1.1 portrays how this might work. The yellow triangle represents the proportion and support funded by Supporting People at each risk category and the green area the support covered by Health and Social Services:

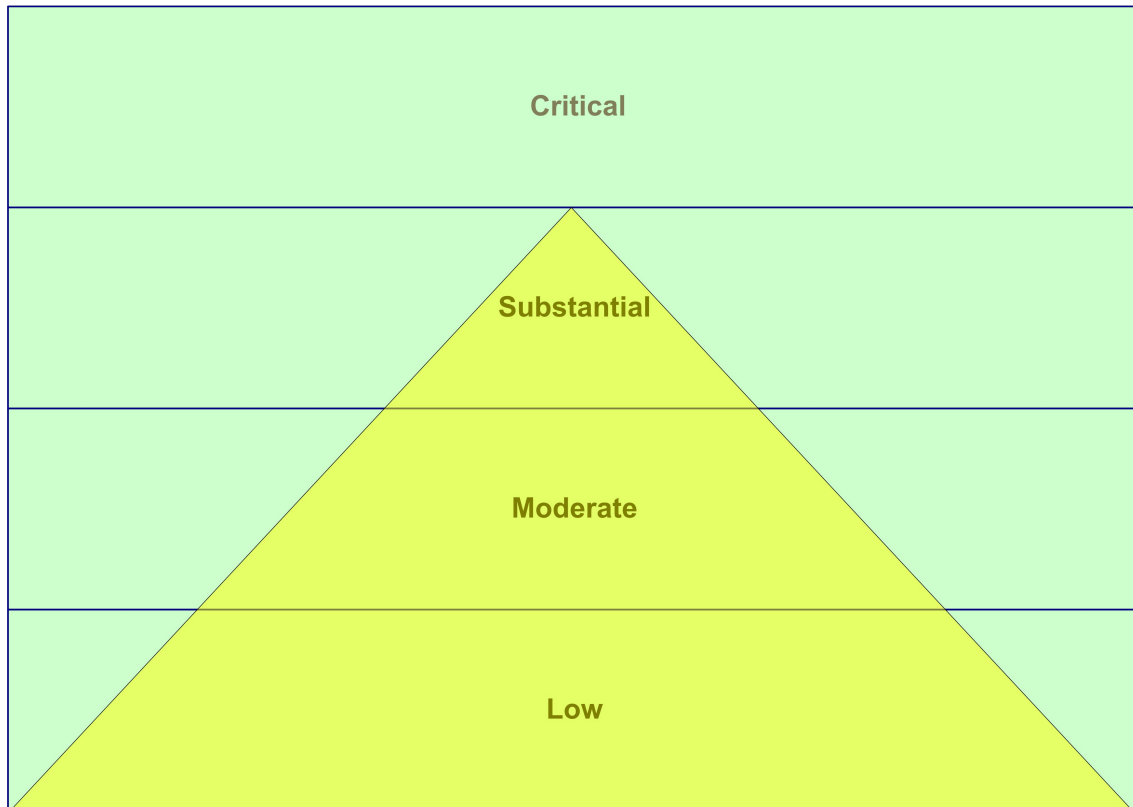


Figure 6.1.1: The four risk categories and how funding is shared between Supporting People (yellow) and Health and Social Services (green)

As a person's condition becomes increasingly critical and the scope for independent living lessens, the potential for Supporting People funding falls.

To make this system work fairly and ensure each client has a holistic support package in place it is vital that users undergo a single assessment and that all assessments follow an identical process. In designing a single assessment tool several key issues will need to be considered, in particular whether referrers or providers will perform the assessments and how the process can best contribute to clear pathways towards maximum independence.

6.1.2 Defining what services are eligible under Supporting People

Choices also have to be made in a transparent and strategic manner about which services are eligible for funding in line with the programme's vision for Worcestershire. Supporting People aims to maximise the level of independent living therefore services will be judged on how well they achieve this outcome. This approach avoids the trap of concentrating too much on *how* independence is realised, instead considering *what* is really accomplished.

The main eligibility criterion will be the contribution a service makes to a client's ability to live independently, however there are other important restrictions. Supporting People can only fund non-statutory services that have a direct link to the sustaining of an individual's accommodation, without exception. Furthermore, to monitor an outcome based model it is clearly vital that some

system is in place to measure the extent to which outcomes are being achieved and how far a client 'travelled'. With this in mind, Supporting People will only fund support that outcomes, both short term and longer term, have been agreed in partnership with the client and are regularly reviewed. Implementing this will require:

- Contracts based on outcome;
- Providers to develop method statements, setting outputs that will be delivered to achieve outcomes specified in the contracts;
- To monitor this, we are proposing that contracts spot checks will be carried out to ensure these fundamental conditions are being upheld; and
- Within the frameworks set out by ODPM, we will minimise data collection that focuses on inputs.

6.1.3 Value for money criteria

Linked to measured outcomes, how services represent value for money will be judged on outcomes and price. Prices will be used in place of costs because this again focuses the attention on *what* is achieved instead of *how* it is achieved, allowing providers to use their unique experience and knowledge to decide the method to realise outcomes with each client. Only services capable of providing services within set price boundaries will be eligible for funding.

At this stage, Worcestershire is proposing to introduce price bands based on:

- the type of service - differentiating between accommodation-based and floating support schemes; and
- the price per hour of support available. This will be determined by the price of the overall service divided by the number of Whole Time Equivalent (WTE) staff hours available.

The exact figures will be debated by stakeholders at a later date but will be guided by a solid evidence base that will utilise current national prices for Supporting People services published by the ODPM³². Worcestershire is working in partnership with Administrative Authorities within the West Mercia Cross-Authority Group to develop unit price benchmarks based on those of commissioned housing-related support services (i.e. those subject to competitive tender within the external marketplace) during the Transitional Housing Benefit Scheme and since April 1st 2003. As was described in figure 6.1.1, for some individuals, Supporting People is not the sole route to independent living and would expect to fund a proportion of the support package dependent on the level of risk faced.

³² ODPM Supporting People Programme Grant 2005-6 - Consultation Document (Excellent Authorities).

7. Service reviews

The Supporting People team are currently in the process of undertaking reviews of all services across Worcestershire. A review timetable was established in May 2004 however it is currently in need of urgent review. It has been planned that the Supporting People team will review the service review programme during February 2005. This will involve:

- re-allocation of resources and identification of services to be reviewed;
- mapping the capacity of the review team;
- estimation of review duration, involving the identification of 'fast track' and longer term reviews;
- review of the timetable to ensure reviews are completed by the March 2006 deadline;
- anticipated outputs from reviews;
- publication of the year 3 review programme; and
- introduction of project management principles to year 3 of the review programme to manage the process.

Decisions on which to base the prioritisation of services for review will be made in relation to three criteria:

1. **strategic relevance** - the extent to which the service is provided in accordance with the strategic relevance criteria (see section 3.0);
2. **value for money** - the extent to which the service is providing value for money (see section 6.0); and
3. **risk** - whether the service poses system, service and/or financial risk to the Supporting People programme (see section 8.0) .

Table 7.0 below illustrates the framework on which the prioritisation of service reviews will be based, as well as offering anticipated commissioning outcomes dependent on different service review outcome scenarios. It is assumed that equal weight will be given to each factor.

Is it strategically relevant?	Does it provide value for money?	Is it risk free? <ul style="list-style-type: none"> ○ system ○ service ○ financial 	Service review priority outcome	Anticipated commissioning outcome
No	No	No	First order priority	Decommission
No	No	Yes	First order priority	Decommission
No	Yes	Yes	Second order priority	Re-model service
Yes	Yes	Yes	Third order priority	Continuation of contract and service based on acceptable outcomes and minimal risks
Yes	No	No	First order priority	Decommission
Yes	Yes	No	Second order priority	Re-model service
Yes	No	Yes	Second order priority	Decommission
No	Yes	No	Second order priority	Re-model service

Table 7.0: Framework for service review priority setting

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8. Risk assessment

The assessment and management of risk is a central element of the Supporting People programme, allowing for the early identification of problems that may inhibit the development of the programme.

8.1 Risk management process

The risk management process broadly comprises four stages, from which the Worcestershire Supporting People risk register has been developed (see appendix six).

Step one: The identification of risk within Worcestershire has been undertaken primarily by the Supporting People team, therefore the focus of the risks is operational rather than strategic.

Step two: Risk assessment has been made (see appendix six). This has included the assessment of:

- Consequence of the risk occurring;
- Impact of risk (high, medium and low);
- Probability of risk occurring (high, medium and low); and
- Risk owner identification.

Steps three and four: The risk register will be reviewed on a quarterly basis by the Supporting People team. The outcomes of each quarterly review will be reported to the Commissioning Body. Worcestershire County Council, as the Administering Authority for the programme is ultimately responsible for the risks, however responsibilities for each risk have been identified within the risk register.

8.2 High impact risks identified

A number of high impact risks have been identified by the Supporting People team, including:

- Ongoing review is needed of local processes to ensure that they are robust and continue to deliver improvements in quality, cost effectiveness and sustainability;
- Non-eligible services such as personal care and general social care is being provided within Supporting People funded services; and
- Value for money work, as well as de-commissioning and re-commissioning negotiations are time consuming and delay review programme.

All risks will be monitored and reviewed so that they do not escalate. Those risks that were initially rated as medium or low will also be monitored.

8.3 Future risk management

A number of key steps will be taken in light of the risk assessment work that has been carried out to date, which include:

Risk assessment validation: risks identified will be validated with representatives of a range of stakeholders (providers, sponsoring authority representatives and users). This will serve to increase awareness and ownership of the risks.

Risk management process: a strategy towards risk management will be developed that sets out the principles by which risk at all levels should be managed and communicated.

Risk mitigation and prioritisation: risks will be prioritised, in order that appropriate responses are developed. This includes the allocation of resources for mitigating risks that have been identified as high priority. In some instances it will not be possible to directly mitigate risks (eg when the risks are outside the control of the Supporting People programme) but actions can still be identified which help to reduce the potential impact of these risks even if the immediacy or probability is unknown. This will also include establishing ownership of risks.

Risk reporting and monitoring: effective reporting mechanisms will be established so that information can be fed back from those delegated with ownership risks in order that they are effectively monitored and also so that new risks are identified.

Risk governance: The governance of risk within the Worcestershire Supporting People programme will be subject to an agreed line of accountability. In line with the administrative guidance and financial guidance for the programme, the Administrative Authority will own and manage the risk associated with contracts and funding. All risks will be presented to the Commissioning Body for consideration via a regularly reported risk register.

9. Annual plan 2005-06

The following section sets out the immediate priorities for the Worcestershire Supporting People programme in the next financial year. It is divided into three main work streams:

- strategic priorities;
- operational priorities; and
- consultation.

9.1 Strategic Priorities

The highest priority for the programme will be to **manage risk and ensure that the programme operates within the budgets set by the Office of the Deputy Prime Minister**. This will be done by ensuring that all housing related support services commissioned are undertaken in accordance with the value for money and eligibility criteria.

Second, will be to **address the imbalance of care and support** currently provided across Worcestershire. The service review programme will drive this, through the prioritisation of services for review that are high risk.

Finally, **re-modelling and decommissioning** of services that do not meet the objectives of the programme.

9.2 Operational priorities

A number of operational priorities have been identified for 2005-06:

- **Streamlining the service review programme** and ensuring that the timetable is adhered to. This will mean that all services are reviewed prior to deadline;
- **Ongoing risk assessment**, including monitoring of risks and developing contingencies to minimise impact;
- **Undertaking a skills audit of the Supporting People team**, to review the skills and abilities of the team to ensure that they are fully equipped and supported to deliver the programme in the next 12 months;
- **Reviewing the effectiveness of the governance structure of the programme**, and implementing structural and protocol changes as required; and
- **Developing a needs assessment programme**, to fill gaps in knowledge about specific client groups, for example travellers and people with HIV/AIDS.

9.3 Consultation

Throughout 2005-06 the Worcestershire Supporting People programme will **undertake a range of consultation exercises**. This will begin with this draft five-year strategy being **agreed and signed off** by all District Council cabinets, Primary Care Trusts and the Probation Service, as well as Worcestershire County Council, prior to submission of the draft document to the Office of The Deputy Prime Minister. Following this, a three-month consultation of this strategy will be undertaken (beginning in April 2005) to ensure that it meets the needs and expectations of those that it will impact. This will take the form of workshops. We will be seeking to ensure that the annual plan is appropriate for all involved, and milestones and measures of success are identified.

A detailed work programme will be developed as a result of consultation.

The Supporting People provider forums currently in existence across Worcestershire will be streamlined. A **new provider forum**, meeting quarterly to discuss and make decisions regarding strategic matters will be established. The role of this group will be to review programme progress against the annual plan and develop a rolling programme of issues for the year ahead and the 2006-07 annual plan.

9.4 Action Plan

Objective	Outcome Measures	Completion Date	Lead
Complete interim period reviews to Stage 4	All reviews completed: <ul style="list-style-type: none"> ○ Monthly reporting to Strategy Group ○ Necessary adjustments made to accommodate slippage 	March 2006	SP Lead Officer
Implement Supporting People Countywide Forum	Four forums for 2005/06: <ul style="list-style-type: none"> ○ Schedule Forums for 2005/06 ○ 1st Forum for May 2005 ○ Review and plan agenda for future forums ○ Establish protocol for developing future annual plans 	May 2005, then quarterly	SP Lead Officer

<p>Implement local Service Improvement grants</p>	<p>Allocate funding and develop programme for grants:</p> <ul style="list-style-type: none"> o Launch April 2005 o Develop bid assessment tool and panel o Allocate grants in May/June 2005 o Monitor Service Improvement programme o Share learning via County Forum 	<p>November 2005</p>	<p>SP Lead Officer & Strategy Group</p>
<p>Integrate Supporting People Local System (SPLS) with newly commissioned Social Services ICT system</p>	<p>Fully integrated ICT system:</p> <ul style="list-style-type: none"> o Completed interim development to SPLS o Establish SP-IT Project Board o Liase with system supplier 	<p>April 2006</p>	<p>SP Lead Officer</p>
<p>Monitor implementation of Supporting People 5-year strategy</p>	<p>Implement 5-year strategy:</p> <ul style="list-style-type: none"> o Monitor annual plan at 6 months and 12 months o Consult stakeholder on strategic vision and annual plan 	<p>September 2005 and March 2006</p>	<p>SP Accountable Officer</p>
<p>Develop Supporting People investment programme</p>	<p>To allocate available resources in line with agreed priorities:</p> <ul style="list-style-type: none"> o Prioritise developments o Allocate funds o Monitor development o Launch new services 	<p>April 2006</p>	<p>SP Lead Officer & Strategy Group</p>

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10. Appendix one: cross authority working

Worcestershire is a member of the West Mercia Cross Authority Group, to reflect the West Mercia Probation service area and the newly established sub-regional planning area of the Housing Corporation. This group consists of Worcestershire, Herefordshire, Shropshire and Telford and Wrekin. Worcestershire also plays a part in the Connect Project (regarding resettlement of short-term prisoners), which operates over four areas: West Midlands; West Mercia; Staffordshire, and Warwickshire.

10.1 West Mercia cross authority statement

The ODPM has stressed the importance of Administering Authorities working in partnership to improve the delivery of the Supporting People programme. The members of the West Mercia Cross-Authority Group (CAG) have developed an effective level of joint working over the last four years and are continuing to strengthen this approach. This statement formalises the process by setting out the shared vision for the next five years and beyond.

The membership of the West Mercia Cross-Authority Group is:

- **County of Herefordshire District Council;**
- **Shropshire County Council;**
- **Worcestershire County Council;** and
- **Borough of Telford and Wrekin Council.**

The CAG currently operates within the wider remit of the West Midlands Supporting People Group, (known as the Regional Information Group or RIG) but the members believe that there are specific geographic and demographic distinctions needing consideration, over and above the concerns of the regional Supporting People forum.

The CAG has developed the following mission statement:

The members of the West Mercia Cross-Authority Group are committed to ensuring a minimum level of housing-support service provision for the full range of vulnerable client groups, with appropriate recognition of needs and resources. This provision will recognise local boundaries and communities, and aims to reflect local partnerships where possible. The members of the CAG will seek to simplify Supporting People processes, develop common approaches where practicable and avoid duplication of provision by effective joint-commissioning.

The CAG wishes to adopt the following aims for the continuing implementation of the Supporting People programme in the West Mercia region:

- To jointly develop cross-authority services where a shared need has been clearly shown;

- To jointly monitor existing provision, share information about service, track cross-authority movement and identify shared needs;
- To develop, share and adopt methods of contemporary best practice;
- To work in partnership to make best use of available resources and to identify the practical and cost-benefits of doing so;
- To facilitate closer working between members Supporting People teams by developing shared training opportunities;
- To develop a common approach to informing the future funding of the Supporting People programme;
- To jointly assess risks in relation to designated services, non-designated cross-boundary services and providers in-common;
- To ensure that issues relating to rurality are given due consideration in strategic planning, commissioning, value-for-money methodologies etc;
- To create effective links to other Administering Authorities to share knowledge and best practice, including making effective use of member's resources;
- To share information about service costs, procurement data, policies, review outcomes and to develop common working platforms;
- To offer peer support at all levels across the member's Supporting People programmes, including mentoring, risk management due to lack of resources, policy validation and review validation; and
- To share information when reviewing or decommissioning existing designated services.

The members also wish to adopt the following specific aims to further aid the service development process within the West Mercia region:

- To develop services based on locally identified need;
- To make best use of existing services where possible;
- To engender a partnership working approach to service development;
- To recognise natural communities and make best use of existing community resources;
- To encourage service providers to extend access criteria where possible;
- To work together in order to link strategic planning with service commissioning within the sub-regional supported housing sector;
- To continue to develop a common approach to service reviews, risk management and benchmarking, as well as in considering the ongoing requirements of Government;
- To work to improve day to day joint working between Supporting People stakeholders in all sectors within the West Mercia region; and
- To undertake and share research in order to maximise resources and improve the shared understanding of the local supported housing market.

In order to implement the shared aims of the West Mercia Cross-Authority Group, the members will:

1. Develop a common service development plan by Summer 2005, for inclusion in the next annual plan

2. Identify the shared understanding of the local supported housing sector, including gap analysis and local needs, for inclusion in the next annual plan
3. Hold a cross-authority event in 2005/06 to facilitate joint working between cross-authority stakeholders

10.2 West Midlands Regional Supporting People strategy

Worcestershire's Supporting People strategy complements with West Midlands' regional approach. West Midlands' strategy³³ seeks to improve partnership working across sectors and ensure Supporting People operates in a more planned, coherent and strategic manner across the region.

The vision for the West Midlands is to establish its position as a successful and prosperous region. To achieve this it is essential that it has coherent and effective strategies for building:

- urban renaissance;
- rural renaissance;
- pathways of housing choice for householders and communities; and
- sustainable housing and communities.

More specifically, the regional strategy aims to tackle the failure to engage Supporting People in strategy development where it is led by health, social care and probation. Improved communication between Supporting People and other sectors will, it is hoped, serve to raise the profile of Supporting People and allow it to comment on issues throughout the West Midlands. Furthermore, the regional strategy sets out plans to act more strategically and delivery services more equitably across the region. It is planned that local and sub regional strategies will be pulled together to form a consistent, systematic overview for development within the West Midlands that could link up with regeneration, crime reduction, health and social care strategies.

Congruent with Worcestershire's five year strategy are an emphasis on expanding floating support and improving user pathways towards independent living. The regional strategy states that, with increased availability of 'ordinary' housing for those with support needs, floating support can promote sustainable independent living for individuals and communities and provide 'move on' accommodation for those who might otherwise remain homeless.

Salient for Worcestershire and other rural counties in the West Midlands, is a recognition of the importance of helping people with support needs in rural areas to stay in their communities and the particular challenges this can pose with sparsely distributed populations.

³³ Consultation draft November 2004. West Midlands Regional Supporting People Strategy (Secta Starfish).

11. Appendix two: strategy development

At the heart of the Worcestershire Supporting People programme lies a Commissioning Body and Core Strategy group. Both groups are well attended by dedicated members of staff from across the county. In addition to this, the Supporting People lead represents Worcestershire in regional forums, ensuring the 'fit' of Worcestershire in wider activities and decision making. The Supporting People team sit on a vast number of working groups, partnership boards and commissioning bodies. There is a strong level of dedication and involvement in county wide partnership activity across the spectrum of the Supporting People programme in Worcestershire.

Three Supporting People provider forums exist in which providers of services collaborate and meet with members of the Supporting People team to ensure consistent and ongoing communication across the programme.

The development of this five year strategy has stemmed from the activities stated above. It is the intention of the Worcestershire Supporting People programme that consultation increases and develops from this point. For example, the annual plan will be consulted on following strategy submission to ensure the focus of activities in the year ahead and a quarterly provider forum will be established for strategic representatives, to ensure provider input in strategic decision making and direction setting.

This strategy has been enforced and authorised by the following partnerships and councils:

- Supporting People team;
- Core Strategy Group;
- Commissioning Body;
- Bromsgrove District Council;
- Malvern Hills District Council;
- Redditch Borough Council;
- Worcester City Council;
- Wychavon District Council;
- Wyre Forest District Council; and
- Worcestershire County Council.

12. Appendix three: strategic relevance mapping

12.1 Community strategies

Strategy (author)	Strategic target or objective	The extent to which Supporting People (housing related support) can be used to meet target/objective
Community Strategy 2003 - 2013 (Local Strategic Partnership)	Communities that are healthy, and support vulnerable people.	Support older people to live independent lives and enable and support adults with physical and learning difficulties to live independently.
Community Strategy 2003 - 2013 (Local Strategic Partnership)	Communities that are safe, and feel safe.	Raise awareness of domestic violence and provide access to refuges for victims and support offenders and ex-offenders to sustain tenancies to increase social stability.
Bromsgrove Community Plan 2003 - 2013 (Bromsgrove Partnership)	Feel safe - community safety, crime and disorder issues: <ul style="list-style-type: none"> • reduce crime; • tackle drugs and substance misuse; • reduce anti-social behaviour amongst young people; and • improve the quality of life. 	Ensure the availability of support services for: <ul style="list-style-type: none"> • offenders and those at risk of offending; • young people at risk; • women at risk of domestic violence; • young people leaving care; and • people with drug problems and people with alcohol problems.
Bromsgrove Community Plan 2003 - 2013 (Bromsgrove Partnership)	Health and social well being - social care, NHS and housing issues: <ul style="list-style-type: none"> • improving social care. 	Improve access to housing for vulnerable groups, develop a 'home improvement agency' for supporting independent living for older home owners and introduce extra care housing units.
Malvern Hills District Community Strategy (2003 - 2006) (Malvern Hills Partnership)	Safe community with no crime	Increase availability of support services for offenders and those at risk of offending.
Malvern Hills District Community Strategy (2003 - 2006) (Malvern Hills Partnership)	Housing to suit everyone's needs	Ensure access to suitable rented housing for those unable to access home ownership.
Borough of Redditch Community Strategy (Redditch Partnership)	Improve access to healthcare and social services so that local people, including the vulnerable, those with long term illness or	Assess the need for housing related support in Redditch and commission services accordingly.

	<p>difficulty living independently receive effective care and support when they most need it:</p> <ul style="list-style-type: none"> to ensure that the five year Supporting People strategy for Worcestershire reflects the needs of vulnerable people in Redditch and to secure improvements in services to meet them. 	
Borough of Redditch Community Strategy (Redditch Partnership)	<p>Improve the quality of life for all of our communities by creating a safer environment, reducing crime and disorder and addressing the causes of crime:</p> <ul style="list-style-type: none"> increase the number of domestic violence refuge places per 10,000 population provided/supported by the County Council. 	Ensure access to housing related support for women at risk of domestic violence in Redditch.
Borough of Redditch Community Strategy (Redditch Partnership)	<p>Our environment should be clean, green, accessible and community friendly, where people value the built and natural environment:</p> <ul style="list-style-type: none"> reduce incidence of homelessness by making best use of available housing. 	Ensure appropriate housing related support is supplied to homeless people or those at risk of becoming homeless.
Worcester Community Strategy (Worcester Alliance)	<p>A green and healthy city:</p> <ul style="list-style-type: none"> improving health and providing quicker access to medical treatment. 	<p>Promote the integration of health/social care support services to main the health and well being of vulnerable people, particularly:</p> <ul style="list-style-type: none"> people with learning disabilities; people with mental health problems; young people; older people; and people with physical and/or sensory disabilities.

<p>Worcester Community Strategy (Worcester Alliance)</p>	<p>A safe city:</p> <ul style="list-style-type: none"> • reducing the fear of crime; • tackling youth crime; and • tackling drug and alcohol related offences. 	<p>Ensure the availability of support services for:</p> <ul style="list-style-type: none"> • offenders and those at risk of offending; • young people at risk; • women at risk of domestic violence; • young people leaving care; and • people with drug problems and people with alcohol problems.
<p>Worcester Community Strategy (Worcester Alliance)</p>	<p>An inclusive city:</p> <ul style="list-style-type: none"> • tackling poverty and all forms of discrimination; • ensuring equality of access to all facilities and services; and • improving access to housing. 	<p>Ensure suitable support to maximise the number of individuals receiving benefits, tackling poverty, providing information and advice services. Improve access to wider support services through the integration of health/social care services. Ensure appropriate housing related support is supplied to homeless people or those at risk of becoming homeless.</p>
<p>Wychavon Community Strategy (Wychavon Partnership)</p>	<p>Reducing (the fear of) crime.</p>	<p>Increase availability of support services for offenders and those at risk of offending.</p>
<p>Wychavon Community Strategy (Wychavon Partnership)</p>	<p>Improving health.</p>	<p>Promote the integration of health/social care support services to maintain the health and well being of vulnerable people.</p>
<p>10 year Community Strategy for the Wyre Forest District: 2004 - 2014 (Wyre Forest Matters)</p>	<p>Improved health and well being:</p> <ul style="list-style-type: none"> • help you improve your own health; • improve support for older people to live independent lives; • improve support for young people and families; • improve housing conditions, in particular making sure homes are warm; and • improve access to health, leisure and recreational facilities. 	<p>Promote the integration of health/social care support services to maintain the health and well being of vulnerable people, particularly:</p> <ul style="list-style-type: none"> • young people; • teenage parents and pregnant mothers; • older people; and • people with physical and/or sensory disabilities.
<p>10 year Community Strategy for the Wyre Forest District: 2004 - 2014 (Wyre Forest Matters)</p>	<p>Safer communities:</p> <ul style="list-style-type: none"> • reduce crime and anti social behaviour and help people feel safe; and • tackle drug and alcohol misuse. 	<p>Ensure the availability of support services for:</p> <ul style="list-style-type: none"> • offenders and those at risk of offending; • young people at risk; • women at risk of domestic violence;

		<ul style="list-style-type: none">• young people leaving care; and• people with drug problems and people with alcohol problems.
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12.2 Housing and homelessness

Strategy (author)	Strategic target or objective	The extent to which Supporting People (housing related support) can be used to meet target/objective
<p>Worcestershire Housing Strategy for people with learning disabilities (Worcestershire Learning Disability Partnership Board)</p>	<p>Enable people with learning disabilities and their families to have greater choice and control over where and how they live:</p> <ul style="list-style-type: none"> • Rights: enabling people to have access to the full range of housing options, including tenures and home ownership; • Independence: develop services that help people with a learning disability to manage their lives; • Choice: people with learning disabilities should have a real say over where they live. This not only refers to location, but also to the type of accommodation and to the other people they live with; and • Inclusion: living in a house within a community should enable people to be included within that community, and not isolated from it. The appropriate care and support options have to be available in order for people to lead fulfilling lives. 	<p>Work with partners to increase the choices available for independent living. Consideration of future housing options to include:</p> <ul style="list-style-type: none"> • support to people living in the family home; • supported tenancies; • floating support; • sheltered housing; • key ring scheme; • home ownership; • adult placements; • supported lodgings; • residential care; • nursing home care; • specialist housing/accommodation for people with high dependency/complex needs; and • out county services for people with special needs.

<p>Homelessness review and housing strategy 2003 - 2008 (Wyre Forest District Council)</p>	<ul style="list-style-type: none"> to operate and support comprehensive housing advice and assistance services that focus upon preventing homelessness and assisting people to maintain their accommodation; to continue developing joint working with Health, Social Services, RSL's and other statutory and voluntary agencies to assist people who require additional support; and to ensure that where temporary and emergency accommodation for homeless households is required that it is suitable and meets their needs. 	<p>Working with all Supporting People partners and stakeholders to increase the choices available for independent living.</p>
<p>Wyre Forest District Council Housing Strategy (2004 - 2007) (Wyre Forest District Council)</p>	<ul style="list-style-type: none"> tackling homelessness and providing housing options; and maintaining the independence of older and vulnerable people through housing and support. 	<p>Working with all Supporting People partners and stakeholders to increase the choices available to vulnerable people for independent living.</p>
<p>Making a Real Difference: Wychavon's Housing Strategy 2005 - 2008 (Wychavon District Council)</p>	<ul style="list-style-type: none"> promoting quality, choice and sustainability; reducing homelessness; and reaching out to everyone in housing need (particularly asylum seekers, refugees and gypsies/travellers). 	<p>Working with all Supporting People partners and stakeholders to increase the choices available to vulnerable people for independent living.</p>
<p>Regional Housing strategy for the West Midlands (Regional Housing Partnership)</p>	<p>To contribute to rural renaissance and help to ensure there are opportunities for people to remain in their local rural communities by:</p> <ul style="list-style-type: none"> providing opportunities for further housing in appropriate locations where this is necessary to meet local housing needs, retain population and support local services. 	<p>Working with all Supporting People partners and stakeholders to increase the choices available to vulnerable people for independent living.</p>
<p>Worcestershire, Warwickshire, Solihull and Coventry: Framework for Rural Action -Action Plan (Worcestershire Partnership Economy Theme Group)</p>	<ul style="list-style-type: none"> increasing access to affordable housing; and creating more opportunities for young people to live and work in rural Worcestershire. 	<p>Give rural housing issues higher priority including working with housing associations and housing enablers to identify need and develop local solutions, especially for young and older people. Identify and develop integrated projects which link together and tackle youth issues</p>

<p>Wychavon Housing Strategy 2002 - 2007 (Wychavon District Council)</p>	<ul style="list-style-type: none"> • reduce crime and the fear of crime; • to work with partners to offer solutions to those living in inadequate housing; • need to ensure that people have a range of choices, which include support services to enable them to remain living at home if that is what they wish; • to enable disabled clients to be able to live independently; • to work with partners to develop support/resettlement services and ensure whole person support; and • to reduce average time homeless families spends in Bed and Breakfast accommodation. 	<p>(partnership working).</p> <p>Providing appropriate support to offenders and those at risk of offending to reduce the likelihood of reoffending and working with all Supporting People partners and stakeholders to increase the choices available to vulnerable people for independent living.</p>
<p>Worcester City Homelessness Strategy 2003 - 2006 (Worcester City)</p>	<ul style="list-style-type: none"> • increase the supply of suitable temporary accommodation for all client groups and specifically to end the use of Bed and Breakfast accommodation for families, except in an emergency and to minimise its use for all other client groups; • sustain reduced levels of rough sleeping; and • improve partnership working both at a strategic and operational level. 	<p>Working with all Supporting People partners and stakeholders to increase the choices available to vulnerable people for independent living.</p>

<p>Wyre Forest Homeless Review and Strategy 2003 - 2008 (Wyre Forest District Council)</p>	<ul style="list-style-type: none"> • operate and support comprehensive housing advice and assistance services that focus upon preventing homelessness and assisting people to maintain their accommodation; • continue developing joint working with Health, Social Services, Registered Social Landlords and other statutory and voluntary agencies to assist people who require additional support; • ensure that where temporary and emergency accommodation for homeless households is required that it is suitable and meets their needs; and • ensure that robust systems are in place to monitor and evaluate homelessness services. 	<p>Promoting cohesive partnership working that enables independent living across a spectrum of support services and throughout fluent care pathways.</p>
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12.3 Health and social care

Strategy (author)	Strategic target or objective	The extent to which Supporting People (housing related support) can be used to meet target/objective
<p>Commissioning Strategy for Services for Older People 2002 - 2005 and 2005-2008 (Worcestershire County Council)</p>	<p>Services to:</p> <ul style="list-style-type: none"> • put service users and carers at the centre; • promote independence and reduce dependence on care services in the longer term; • meet people's needs in a coordinated and seamless way; and • encourage opportunities for recreation, leisure and lifelong learning. <p>Three commissioning priorities (all to take into account the needs of BME communities):</p> <ul style="list-style-type: none"> • services for older people with mental health problems; • home support services; and • intermediate care services. 	<p>Maximise opportunities to enable older people to continue to live independently in their own homes thereby reducing the need for residential / nursing care places and increasing the need for care at home services including home support, equipment services etc, including:</p> <ul style="list-style-type: none"> • reshaping, adapting and developing existing non-specialist resources to include a remit for older people with mental health problems; • developing specialist services for older people with mental health problems within home care service, with an emphasis on promoting independence; • increasing low level home care so that older people are helped to live at home; and • developing small, local, specialist services for older people from minority ethnic communities including interpretation and translation services with a geographical focus on Bromsgrove and Worcester.
<p>Commissioning Strategy 2005 - 08: For people with a physical disability or sensory impairment (Worcestershire County Council)</p>	<p>People with a physical disability or sensory impairment should have:</p> <ul style="list-style-type: none"> • access to a range of good quality services and choices that enable them to: <ul style="list-style-type: none"> • live as independently as possible; • have rewarding and meaningful lives; and • influence the ways that services are planned and provided. 	<p>Increase the accommodation options available for people to live in the community, including:</p> <ul style="list-style-type: none"> • access to supported housing/ordinary housing with adaptations; and • access to extra-care units. <p>Reduce spending on long-term residential/nursing care in order to make resources available for community based services.</p> <p>Ensure appropriate services are available for black and minority communities.</p> <p>Reduce the apparent unequal distribution of resources between localities in Worcestershire.</p>
<p>Local Delivery Plan 2003 - 2006 (Worcestershire Mental Health</p>	<p>Provide, develop and lead effective mental health, learning disability and substance misuse services in our community, in</p>	<p>Promote the integration of health/social care support services to main the health and well being of vulnerable people.</p>

Partnership NHS Trust)	partnership with Primary Care Trusts and other agencies.	
Wyre Forest Delivery Plan 2003 - 2006 (Wyre Forest Primary Care Trust)	<p>Central delivery target areas:</p> <ul style="list-style-type: none"> • mental health; • older peoples services; • learning disabilities; • health inequalities, particularly in relation to young people; and • drug misusers. 	<p>Promote the integration of health/social care support services to maintain the health and well being of vulnerable people.</p>
Teenage Pregnancy and Parenting in Worcestershire: Action Plan 2004 - 2006 (Worcestershire County Council)	<p>Young people are enabled to receive focused support, expanding their capacity to make decisions about their identity, relationships and fertility, and with opportunities to play a role in the design and delivery of this support:</p> <ul style="list-style-type: none"> • provision of appropriate supported housing for under 18 year old parents. 	<p>Developing floating support to complement supported accommodation already available. Identify whether further staffed housing is needed. Promote the integration of health/social care support services to main the health and well being of vulnerable teenage parents.</p>
Worcestershire Learning Disability Service, Joint Commissioning Strategy (December 2004) (Worcestershire County Council)	<ul style="list-style-type: none"> • reduce the number of people in registered residential homes; • increase the range of good quality, value for money supported living schemes in the county that can offer long term, stable housing for people with a learning disability; • increase the numbers of people in living in adult placements; • a thorough housing needs survey; and • look at options around the continued delivery of a direct supported employment service, and supporting people in employment in the wider community. 	<p>Promote the integration of health/social care support services to maintain the health and well being of people with learning disabilities.</p>

<p>Key Principles for the Development of Supported Living for Adults with a Learning Disability in Worcestershire (Worcestershire Learning Disability Service)</p>	<ul style="list-style-type: none"> everyone has a right to provision of accommodation that is designed to maximise their independence and ability to make choices; all people regardless of the nature or degree of their disability have a right to be considered for supported living; and service users will be involved in the developing of supported living options. 	<p>Working in partnership learning disability commissioners and the Supporting People programme will undertake planning to ensure that future services are based on predicted need. This will particularly include planning for:</p> <ul style="list-style-type: none"> people currently living in residential accommodation who wish to move to supported living; people living with carers (especially elderly carers) who wish to live in supported living; and young people in transition who wish to move to supported living.
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12.4 Community safety

Strategy (author)	Strategic target or objective	The extent to which Supporting People (housing related support) can be used to meet target/objective
<p>National Probation Service Business Plan 2004 - 2005 (West Mercia Probation Area)</p>	<p>To achieve positive difference in proportion of offenders in settled accommodation at the end of supervision compared to the proportion at the start.</p>	<p>Provide appropriate levels of support throughout the care pathway to enhance the probability of successful independent living.</p>
<p>Community Safety Strategy 2002 - 2005 (Safer Worcester Partnership)</p>	<ul style="list-style-type: none"> to increase levels of reassurance within the community through the reduction and detection of acquisitive crime by working with offenders to prevent reoffending; to work across South Worcestershire to increase reporting of domestic violence and to improve support for women and their children experiencing or threatened by domestic violence; and work with both the Worcestershire Substance Misuse Action Team and other agencies and Partnerships in South Worcestershire to reduce the harm associated with drug and alcohol misuse in Worcester City. 	<p>Providing support to offenders and those at risk of offending to enable independent living and reduce the likelihood of reoffending.</p> <p>Providing supported accommodation and refuges for those fleeing domestic violence whilst working to reduce the need for those services.</p> <p>Promote the integration of health/social care support services to main the health and well being of vulnerable people, in particular substance misusers.</p>

West Mercia Three Year Strategic Plan and Annual Joint Policing Plan 2004 - 2007 (West Mercia Constabulary)	Reduce crimes rates across the county.	Providing appropriate support to promote independent living amongst offenders and those at risk of offending to reduce the risk of reoffending.
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12.5 Substance misuse (alcohol and drugs)

Strategy (author)	Strategic target or objective	The extent to which Supporting People (housing related support) can be used to meet target/objective
Worcestershire Young People's Substance Misuse Plan 2003 - 2004 (Worcester Substance Misuse Action Team)	<ul style="list-style-type: none"> • to develop links with the Youth Offending Service in relation to preventative approaches, early identification and intervention programmes for vulnerable young people at the transition stages; • develop a system, programme and resources to deliver targeted drug education to vulnerable and hard to reach young people; • develop signposting to drugs services and referral procedures; • work with agencies and other providers to support young people and their families; and • develop integrated care pathways and working arrangements between all elements (Children's Services, YOS, Connections). 	Promote the integration of health/social care support services to main the health and well being of vulnerable young people. Ensure the availability of support and signposting services for: <ul style="list-style-type: none"> • offenders and those at risk of offending; • young people at risk; • young people leaving care; • teenage parent parents; and • people with drug problems and people with alcohol problems.
Report to the Substance Misuse Action Team Board on Alcohol Treatment Services in Worcestershire (Worcestershire Substance Misuse Action Team)	<ul style="list-style-type: none"> • Review alcohol treatment services and make recommendations based upon best practice. 	Promote the integration of alcohol services and provide a flexible and wide ranging support for clients informed by need.

<p>Adult drug treatment plan 2005 - 2006 Part 3: Planning grids (Worcestershire Substance Misuse Action Team)</p>	<ul style="list-style-type: none">• promote referral procedures for accessing drug treatment services (including use of screening tool) within training provided;• ensure implementation of Models of Care within the five locality services across the county;• improve retention and completion rates by setting up a multi-disciplinary team, including psychology, occupational therapy and social care; and• work with partner agencies to address housing and homeless issues.	<p>Promoting cohesive partnership working that enables independent living across a spectrum of support services and throughout fluent care pathways for substance misusers.</p>
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13. Appendix four: supply analysis

Benchmarking supply involved comparing the number of household units (HHUs) that Worcestershire provides per 100,000 population with the national average and the West Midlands average. This would show if Worcestershire were supplying SP services at a higher or lower rate than average. The six districts within Worcestershire were also compared against each other. A further comparison was used for Worcester based on ONS area classifications³⁴; Kettering and Warrington were identified as similar to Worcester and used for the purpose of this analysis.

Matrix Research and Consultancy (Matrix) adapted an existing model to undertake the analysis. This was developed by Matrix, endorsed by the Association of London Government (ALG), and used by all local authorities (LA) to compare and contrast their supply with that of local authorities from across the UK. The model contains data from the national database (Supporting People Interim Local System - SPINTLS), which was extracted in February 2003.

There are some caveats to these data stemming from the fact that the supply data was calculated based on self-definition by providers who in 2002 completed SP3 forms. Matrix's work with these data and local authorities suggests that there can be differences between two local providers as to how they assign people to services. For instance, one provider might define someone's primary problem as being alcohol related whereas another may assign the person to the single homeless group. However, this is the only national data available at the current time.

Matrix entered Worcestershire's current Supporting People supply data i.e. the number of household units (HHUs) operating for each client group (including accommodation based, floating support, and alarm services). The model then makes two distinct sets of comparisons:

- **comparison against average:** for each client group, the model compares Worcestershire's number of HHUs per 100,000 population with the national average. The model has also been used to compare the six districts of Worcestershire with each other; and
- **comparison against predicted rate:** for each client group, the model predicts the number of HHUs one would expect Worcestershire and its districts to be supplying if Worcestershire was operating at the national average. The model then compares these figures to the actual supply. This is displayed both as a number and as a percentage.

³⁴ The Office of National Statistics (ONS) in 2001 provides alternative area classifications of local authorities which are based on six domains: demographic, household composition, housing, socio-economic, employment and industry/sector. These area classifications were created using cluster analysis. For each local authority, four areas that can be used as a comparison are provided in hierarchical order of the most similar. For the purposes of this research the two most similar local authorities to Worcester have been used.

National Statistics (2004) Corresponding local authorities.

http://www.statistics.gov.uk/about/methodology_by_theme/area_classification/la/corresponding_las.asp

13.1 Results

Figure 14.1 shows the number of HHUs Worcestershire supplies for each client group and compares this to the number of HHUs that Worcestershire would be expected to supply if it was providing at the same rate as the National average and the West Midlands average.

Client group	Worcestershire	National rate of supply	West Midlands rate of supply
Older people with support needs	7382	6542	7226
Frail elderly	242	153	205
Older people with mental health problems/dementia	0	9	2
Single homeless with support needs	220	517	383
Rough sleeper	0	18	0
Homeless families with support needs	82	182	95
Teenage parents	0	28	29
Young people leaving care	14	28	15
Young people at risk	97	149	123
Traveller	18	11	10
Refugees	0	48	128
Offenders or those at risk of offending	5	77	111
People with mental health problems	438	429	460
People with learning disabilities	190	377	293
People with a physical or sensory disability	49	126	367
Women at risk of domestic violence	35	64	89
People with HIV/AIDS	0	11	14
Mentally disordered offenders	1	4	1
People with alcohol problems	0	37	43
People with drug problems	0	40	22
Generic	0	378	499
Total	8,473	9,228	10,117

Figure 14.1: Number of HHUs supplied by Worcestershire per client group compared to expected number of HHUs if supplying at the same rate as the National average and West Midlands average

Worcestershire overall supplies less HHUs than both the National and West Midlands average. However there are some client groups where Worcestershire has a greater rate of supply, these are; older people with support needs, frail elderly and travellers. The client groups that appear to receive far less provision than the National and West Midlands average are; homeless people client groups, young people client groups, offenders, people with mental health problems and people with learning or physical/sensory disability. It should be noted that no HHUs are provided for older people with mental health problems, rough sleepers, people whose primary problem is

teenage parents, refugees, people with HIV/AIDS, people with alcohol problems and people with drug problems.

Figure 14.1.2 below shows the number of HHUs provided for each client group per 100,000 population for each district in Worcestershire. Each district is also compared to the West Midlands average and the National average. It should be noted that some of the floating support HHUs were allocated as being located in all districts in Worcestershire. These HHUs have therefore been excluded from the district-level analysis but were included in the county-level analysis.

Client group	Bromsgrove	Malvern	Redditch	Worcester	Wychavon	Wyre Forest	W Midlands average	National average
Older people with support needs	1,128	1,139	2,891	109	852	2,240	1,324	1,198
Frail elderly	7	51	141	0	76	0	38	28
Older people with mental health problems/dementia	0	0	0	0	0	0	0	2
Single homeless with support needs	19	16	146	70	9	0	70	95
Rough sleeper	0	0	0	0	0	0	0	3
Homeless families with support needs	38	14	48	0	0	0	17	33
Teenage parents	0	0	0	0	0	0	5	5
Young people leaving care	1	7	4	0	3	2	3	5
Young people at risk	23	4	0	11	9	9	23	27
Traveller	0	0	0	0	0	0	2	2
Refugees	0	0	0	0	0	0	23	9
Offenders or those at risk of offending	0	0	6	0	0	0	20	14
People with mental health problems	13	27	21	9	16	49	84	79
People with learning disabilities	15	41	57	0	53	43	54	69
People with a physical or sensory disability	0	29	11	0	6	12	67	23
Women at risk of domestic violence	12	8	13	9	0	0	16	12
People with HIV/AIDS	0	0	0	0	0	0	3	2
Mentally disordered offenders	0	1	0	0	0	0	0	1
People with alcohol problems	0	0	0	0	0	0	8	7
People with drug problems	0	0	0	0	0	0	4	7
Generic	0	0	0	0	0	0	91	69

Figure 14.1.2: Number of HHUs per 100,000 population in each district in Worcestershire compared to West Midlands average and National average

It is clear that supply of HHUs is not even across Worcestershire. Both Worcester and Wychavon have a low level of supply per 100,000 population whereas Redditch and Wyre Forest have higher levels of supply.

Figure 14.1.3 below shows the number of HHUs per 100,000 population for each client group in Worcester. The level of supply in Worcester has been compared to areas with similar demographics (Warrington and Kettering) as well as the average level of supply in Worcestershire, the West Midlands and nationally.

Client group	Worcester	Warrington	Kettering	Worcestershire	West Midlands	National
Older people with support needs	109	488	946	1,352	1,324	1,198
Frail elderly	0	107	28	44	38	28
Older people with mental health problems/dementia	0	0	0	0	0	2
Single homeless with support needs	70	49	41	40	70	95
Rough sleeper	0	6	0	0	0	3
Homeless families with support needs	0	0	0	15	17	33
Teenage parents	0	6	13	0	5	5
Young people leaving care	0	0	0	3	3	5
Young people at risk	11	33	0	18	23	27
Traveller	0	0	0	3	2	2
Refugees	0	0	0	0	23	9
Offenders or those at risk of offending	0	0	10	1	20	14
People with mental health problems	9	90	69	25	84	79
People with learning disabilities	0	90	52	35	54	69
People with a physical or sensory disability	0	9	0	9	67	23
Women at risk of domestic violence	9	13	5	6	16	12
People with HIV/AIDS	0	0	0	0	3	2
Mentally disordered offenders	0	0	0	0	0	1
People with alcohol problems	0	0	0	0	8	7
People with drug problems	0	0	0	0	4	7
Generic	0	67	5	0	91	69

Figure 14.1.3: Number of HHUs per 100,000 population in Worcester compared to average supply levels in Warrington, Kettering, Worcestershire, West Midlands and nationally

It is clear that Worcester's level of supply is low compared to similar areas with the only client groups that Worcester has a greater level of supply than some areas being single homeless with support needs and women at risk of domestic violence. It should however be noted that in both instances it is still a lower level of supply than the National average.

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14. Appendix five: service review timetable

To be inserted at a later date.

15. Appendix seven: charging

Local Supporting People charging policy

The ODPM have stated that certain Supporting People services will be subject to charging and that the Supporting People budget will be paid to Worcestershire, by the ODPM, net of assumed charges³⁵.

The Supporting People Commissioning Body within Worcestershire has the responsibility to ensure a charging policy is formalised for the Worcestershire Supporting People Programme. The charging policy must operate within the charging constraints as laid out in the associated Supporting People Charging guidance. It will be the responsibility of the Administering Authority to administer the charging policy within Worcestershire on the Commissioning Body's behalf.

The Worcestershire Supporting People Partnership intends to revise the local Supporting People charging process to bring it in line with the County Council charging policy, prior to the introduction of an integrated ICT system in April 2006.

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³⁵ Office of the Deputy Prime Minister Interim Financial Guidance issued June 2002

BROMSGROVE DISTRICT COUNCIL

EXECUTIVE CABINET

13TH APRIL 2005

FEASABILITY STUDY OF DECRIMINALISED PARKING ENFORCEMENT (DPE)

Responsible Portfolio Holder	Councillor Whittaker
Responsible Head of Service	John Moody

1. SUMMARY

- 1.1 This report summarises the advantages and disadvantages of the adoption of Decriminalised Parking Enforcement, and the process that the Council will have to go through prior to being in a position to decide on adoption.

2. RECOMMENDATION

- 2.1 That Members agree the funding of a feasibility study of Decriminalised Parking Enforcement by RTA Associates Ltd.

3. BACKGROUND

- 3.1 The Road Traffic Act 1991 allowed for the adoption of Decriminalised Parking Enforcement by local authorities. Decriminalised Parking Enforcement is the management and enforcement of on-street parking within the District by the District Council in partnership with the County Council. This enforcement and management is currently undertaken by the Police through the use of traffic wardens.
- 3.2 The primary reason cited by many local authorities for the adoption of Decriminalised Parking Enforcement is the low level of enforcement currently in place. Officers walking into town have noted the high level of abuse of loading and taxi bays, double yellow line, and spaces for the disabled, and that this abuse is a daily occurrence. Wychavon have confirmed that in their case the almost non-existent enforcement was the primary reason for adoption. Please note that prior to adoption Wychavon was covered by 1 traffic warden - since adoption over 10 parking attendants are now employed.
- 3.3 The Council has received both formal and informal comments from several Parish Councils concerning the level of on-street enforcement.
- 3.4 The adoption of Decriminalised Parking Enforcement would allow the Council to;
- Decide the level of enforcement required and where/how it is applied
 - Introduce new schemes (e.g. residents controlled parking) and enforce them appropriately
 - Improve traffic management
 - Improve safety and environmental conditions, particularly in pedestrian areas
 - Better utilise off-street locations and increase revenue
 - Utilise a single enforcement regime, integrating on and off street enforcement
 - Surplus revenue can be ring fenced to implement local transportation strategies

- Provide a more straight forward public perception
 - Review and update Traffic Regulation Orders
 - Improve intra-authority co-operation and partnership working, for example, with Parish Councils and the County Council
- 3.5 Disadvantages of adoption are;
- Decriminalisation is likely to be more cost effective in urban than rural areas.
 - Local Authorities which decriminalise face the risk that after the early years there may be insufficient income to sustain the service, and may need to withdraw resources at the expense of a lower level of enforcement.
 - Traffic Wardens employed by the Police may be reluctant to transfer to the Local Authority and there may be some risk from the implications of the Transfer of Undertakings (Protection of Employment) Regulations.
 - The implementation of computerised systems is generally expensive, and areas such as contracting out back office administration may need to be considered and investigated further.
 - Parking enforcement is sometimes open to public comment, and the adoption of enforcing on-street could increase that level of comment.
- 3.6 Please note that we are aware that Worcester City and Wychavon are the only two other Districts in the County to adopt Decriminalised Parking Enforcement, and officers would look to model on the Wychavon operation should the feasibility study be favourable and Members decide on adoption. There is the opportunity of a shared back office administration with both operations.
- 3.7 Areas such as the timeline, budget and revenue forecasts, method of operation, staffing requirements, and a review of all the Traffic Regulation Orders will need to be completed before officers will be able to provide Members with any accurate information prior to adoption. The most cost effective way to obtain this information is through a feasibility study.
- 3.8 The consultancy firm RTA Associates Ltd have been involved in providing a large number of Local Authorities with the necessary knowledge and expertise to implement Decriminalised Parking Enforcement, and they have been highly recommended by several other Local Authorities. RTA Associates Ltd have a great deal of experience in this field, and have been involved in over 70 separate feasibility studies for Local Authorities relating to the introduction of Decriminalised Parking Enforcement.
- 3.9 Wychavon and Worcester City both employed RTA Associates Ltd to guide them through the adoption of Decriminalised Parking Enforcement, and the parking section at Wychavon in particular have recommended the use of RTA Associates Ltd to avoid many of the pitfalls and problems which could be encountered during the process. Wychavon have expressly recommended the use of RTA Associates Ltd for any work on the introduction of Decriminalised Parking Enforcement as they found the work carried out for them to be invaluable and excellent value for money. Part of the feasibility study would include a seminar which would brief officers and Members on the background to parking enforcement.

3.10 In order for officers to be in a position to advise Members fully on the arguments as to whether or not Decriminalised Parking Enforcement should be adopted, officers believe that there is a strong case for RTA Associates Ltd to be contracted to provide the feasibility study. Attached as appendix A to this report is the proposal from RTA Associates Ltd for undertaking the feasibility study.

4. Financial Implications

4.1 The current maximum rate of Penalty Charge Notice is £60, reduced to £30 if paid within a fixed amount of time, and this is the level that has been adopted by the overwhelming majority of local authorities who have adopted Decriminalised Parking Enforcement.

4.2 The cost of contracting RTA Associates Ltd to produce a feasibility study is £4775. There is currently no budget for undertaking this work. However, this work could be vired from the excess charge revenue budget which currently shows a surplus of £25k. Further financial implications will not be known until the feasibility study has been completed.

5. Legal Implications

5.1 There are no legal implications arising from this recommendation.

Background Papers

A Feasibility Study For Decriminalised Parking Enforcement - Proposal
RTA Associates LTD, December 2004
Attached as appendix A.

Contact officer

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BROMSGROVE DISTRICT COUNCIL

EXECUTIVE CABINET

13th April 2005

STREET NAMING and NUMBERING ADVICE POLICY

Responsible Portfolio Holder	Councillor Roger Hollingworth
Responsible Head of Service	Head of IT Services

1. Summary

1.1 This report provides an amendment for the recently approved policy on Street Naming and Numbering Advice.

1.2 As the Authority is an active participant in the National Land and Property Gazetteer (NLPG) we have been requested to provide a statement on the policy that we have adopted with regard to how we carry out and guide developers through street naming and numbering.

2. Recommendation

2.1 That Members approve the amendment to the Policy on Street Naming and Numbering Advice. (APPENDIX A)

3. Background

3.1 The Members approved a Policy on Street Naming and Numbering Advice at Executive Cabinet on 16th March.

3.2 In section 4 of the policy, I omitted to include Parish Councils in the list for consultation with regard to requests for naming streets and buildings. Parish Councils have now been added to the list.

4. Financial Implications

4.1 There are none.

5. Legal Implications

5.1 Where a property has a number, it must be used and displayed. Where a name has been chosen to a property with a number, the number must always be included; the name cannot be regarded as an alternative. This is enforceable under section 65 of the Town Improvement Clauses Act 1847.

6. Other Sub Headings

6.1 None

Human Resources
Governance/Performance management Considerations
Risk Management Considerations
Environmental Considerations
Equalities Considerations
Policy Considerations

7. Background Papers

None

Contact Officer

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**Street Naming and Numbering Advice Policy
Within
Bromsgrove District Council**

ADVICE ON NAMING AND NUMBERING OF STREETS AND BUILDINGS

1. Introduction.
2. Statutory Context.
3. When to Apply.— Notes for applicants
4. The Procedure.
5. Naming of New Streets.
6. Building Naming and Numbering Conventions.
7. National Streets Gazetteer and National Land and Property Gazetteer.
8. Display of Names and Numbers.
9. Enforcement Procedures.
10. Further information and advice.

1. Introduction

The appropriate naming of streets, and naming and numbering of buildings forms the basis for identifying property related information for the purposes of:

- · Record keeping e.g. legal transactions, taxation.
- · Delivery of post by the Royal Mail and courier services.
- · Responses to emergencies by ambulance, police, and fire services.
- Help in enabling e-government initiatives

In this context it is important that the names and numbers are considered appropriate, and displayed in an appropriate manner, at present there does not appear to be any formal policy regarding the approach, and this document sets out to address this short fall and add some consistency to the Councils approach. **Bromsgrove District Council** has the legal powers to authorise names and numbers, and ensure that the authorised name and number is displayed in an appropriate manner. The purpose of this advice is to provide guidance to developers and building occupiers on the naming and numbering of streets and buildings.

The guidelines are relevant both to new developments, and the renaming/renumbering of existing streets and buildings. As a general rule the Council will require a submission for all new development. The renaming/renumbering of existing streets and buildings is normally only considered when changes occur which give rise (or are likely to give rise) to problems for the occupiers, Post Services, or emergency services.

2. Statutory Context

Bromsgrove District Council is the street naming and numbering authority. All proposals for new street names/changes of name in the district must by law be sent to the Council for approval prior to being brought into use. There are three principal pieces of legislation that apply to the Naming and Numbering of Streets and Buildings in Bromsgrove District Council:

- ❖ Town Improvement Clause Act 1847 Section 64 & 65.

- ❖ Public Health Act 1925 Section 17).
- ❖ Local Government Act 1985 Schedule 8 Section 14 (1) (a).

This includes responsibility for:

- erecting the names of public streets and ensuring that the names and/or numbers of buildings are displayed by the owners in accordance with the Regulations made by the Council and,
- informing all owners/occupiers of naming and numbering orders.

3. When to Apply - Guidance for Applicants.

It should be noted that the above procedure can be a lengthy one and between receipt of an application and the issue of a Statutory Order, up to six months may elapse. Although there has not been any legislation, there is a growing need to reduce this time scale to not greater than 30 days in order to facilitate the response times recommended in e-Government and N-initiatives from Central Government. It is therefore advisable to consult the Council at the earliest possible stage of a proposal, preferably before building work commences, and ideally before an unofficial name has been marketed or legal documentation drafted.

If an application is submitted to the Council at a late stage and is subsequently rejected, numerous problems can arise, especially if purchasers have bought properties marketed under an unapproved name.

It is therefore advisable to be cautious in the use of the names for marketing purposes if the name has not been authorised. It should be pointed out in the literature distributed to prospective purchasers, for example, that marketing names are subject to approval and thus too possible change.

4. The Procedure

On receipt of an application for a new street/building name, the Council checks to ensure that the proposal:

- does not duplicate existing names (and numbers), and
- is in accordance with general naming conventions, street naming conventions, and building naming and numbering conventions (as set out below).

For requests that involve the naming of streets or buildings the Council will then consult the following authorities:

- Fire Brigade;
- Ambulance Services;

- West Mercia Police;
- Royal Mail;
- Parish Councils
- Other relevant Council Departments;

Under normal circumstances the Council does not consult in instances where the application is solely for the numbering/naming of a single building. However, there are occasionally instances (for example cases of renumbering or where locations of main entrances are changed from one street to another) where the Council would wish to consult to ensure that no problems would subsequently arise.

If any of the above services object to the name(s) proposed, then the applicant is invited to submit alternatives. Assuming that there are no objections from the public and emergency services, then, (in the case of street names only) a 'Notice of Intention' has to be posted on site for one month to allow local residents the opportunity to raise objections, which the Council are obliged to consider.

In the event of there being objections which cannot be overcome by negotiation, then the matter has to be reported to the appropriate Committee for consideration.

Once a name has been approved, then a 'Statutory Order', officially assigning the name, is issued for implementation by the responsible committee

5. Naming of New Streets

Naming of new streets is carried out under Section 17 Public Health Act 1925

When a new housing development is built, the responsibility for naming new streets rests with the Council who have an approved policy for road_naming which should be:-

- The name(s) should have a proven historical connection to the land intended for development.
- It will not be a persons name unless there is a historical connection to the land intended for development.
- The names will not be the same or similar to any existing names in the borough
- If the development contains a new network of streets a theme may be chosen, taking care not to repeat the theme elsewhere.
- If no suitable historical name can be found to the land then adjacent areas may be utilized.

Suggestions for road names may be submitted by the developer for consideration.

To prevent new road names which are close to, and may conflict with those in adjoining Boroughs/Districts, the Royal Mail will be consulted.

The emergency services prefer this method for naming new roads as they then know there is only one road with that name within the **Bromsgrove District Council** area.

Developers or **interested parties** wishing to consult the Council with suggestions for road names should contact Sue Slade in the first instance on 01527 881462 or email to s.slade@bromsgrove.gov.uk

Street Naming Conventions

1. Street names should not be difficult to pronounce or awkward to spell. In general, words of more than three syllables should be avoided and precludes the use of two words except in special cases.
2. Avoid aesthetically unsuitable names such as Gaswork Road, Tip House, Coalpit Lane, or names capable of deliberate misinterpretation like Hoare Road, Typple Avenue, Quare Street, etc.
3. Preferably no street or building name should start with 'The'.
4. Subsidiary names (i.e. a row of buildings within an already named road being called '.....Terrace') should not be used.
5. All new street names should end with one of the following suffixes:
 - Street [For any road]
 - Road [For major roads]
 - Way
 - Avenue
 - Drive
 - Grove
 - Lane
 - Gardens (Subject to there being no confusion with any local open space)
 - Place
 - Crescent - For a crescent-shaped road
 - Close - For a cul-de-sac only
 - Square - For a square only
 - Hill - For a hillside road only
 - Terrace - For a terrace of houses (provided it is not a subsidiary name).
 - Vale
 - Dene [For residential roads only]
 - Rise [For exceptional use]
 - Mead

Suffixes needing careful consideration as it may give a false impression of location

- End, Court, Cross, Side, View, Wharf, Walk, Park, Meadow.

(All these words can, of course be incorporated in a street name provided it terminates with an appropriate suffix (i.e. Mile End Road).)

Exceptions: Single or dual names without suffixes in appropriate places (i.e. Broadway - for Major roads only).

6. All new pedestrian ways should end in with one of the following suffixes:

- Walk.
- Path.
- Way.

The use of the North, South, East or West (as in Alfred Road North and Alfred Road South) is generally not acceptable when the road is in two separate parts with no vehicular access between the two. In such a case one half should be completely renamed.

Avoid having two phonetically similar names within a postal area and, if possible within the district, i.e. Alfred Road and Alfred Close or Churchill Road and Birchill Road.

6. Building Naming and Numbering Conventions

Postal Numbering

Postal numbering is carried out under Section 64 & 65 of the Towns Improvement Clauses Act 1847

The Council is responsible for the numbering of new properties. Numbers are allocated to enable easy and rapid location of buildings by both routine and emergency callers, on the following basis:

- At **Bromsgrove District Council** a house number is the preferred option but where this is not practical house names are issued.
- Where properties have a name and no number the Council does have the power to create numbering schemes and make residents use house numbers. However this power is not used very often.
- Emergency services prefer a numbering system.
- Any change of number / name of a property can only be authorized by the Council.
- Royal Mail and all statutory undertakers i.e. Electricity, Gas, Water and Telephone together with the Emergency Services, Land Registry, Electoral Registration, and the Council Tax Section are then advised of the new addresses.

UNDER NO CIRCUMSTANCES MUST A DEVELOPER ALLOCATE NUMBERING AS PART OF THEIR MARKETING STRATEGY, IT CAN ONLY BE THE COUNCIL WHO ISSUES THE FORMAL POSTAL NUMBER.

For further information please contact

Sue Slade in the first instance on 01527 881462 or email to s.slade@bromsgrove.gov.uk

Building Numbers

Numbering sequences can be attributed in many different ways but the most popular are:

- As you enter a development it should be - odds on left, evens on right
- If a small development, they can be numbered consecutively e.g. 1- 8.
- If one or more dwellings are built between two others usually a suffix of "a" "b" "c" etc. is added to the number
- Blocks of flats and apartments may be given a NAME with each dwelling and be numbered consecutively
- All new block names should end with one of the following suffixes:
 - House
 - Court - residential only.
 - Point - high block residential only.
 - Tower - high block offices or residential.
- There should be no sanction given to the avoidance of any numbers i.e. 13 etc. and a proper sequence should be maintained.
- Buildings (including those on corner sites) are numbered according to the street in which the main entrance is to be found and the manipulation of numbering in order to secure a 'prestige' address or to avoid an address, which is thought to have undesired associations, should not be sanctioned.
- Short cul-de-sac usually have consecutive numbering whilst through roads and longer cul-de-sac have an odds and evens scheme ascending away from the town centre.

House Names

The allocation of a house name may be permitted but where a numbering scheme is in place it would be an addition to that number and not a replacement. In such cases there is a requirement to request authorization from the Council . Please note that the original number should always be displayed on the property, and quoted within an address on all correspondence, for example:

Blank Lodge
99 Any Street or Road

Bromsgrove

Post code

When considering a name for your property contact the Council to find out if the preferred name is already in use in the immediate area.

Post Code

Having established the address up to the postal town we then consult the Royal Mail, which is responsible for allocation of the full postcode and having received that we inform the developer or householder as appropriate.

In the case of developments in existing roads where no new street name is required, or in existing roads where there are no street numbers, the owner in consultation with the council may be allowed to choose the house name.

7. National Street Gazetteer (NSG), and National Land and Property Gazetteer (NLPG)

Bromsgrove District Council is responsible for maintaining information relating to the authority in both the National Street Gazetteer (NSG), and National Land and Property Gazetteer (NLPG). Both the NSG and NLPG will be updated to include relevant authorisations made by the Council for both street naming, and building naming and numbering. The entries to the NSG and NLPG will be made in accordance with British Standard 7666; "Spatial data-sets for geographical referencing". The relevant NLPG ref. is included in the authorisation. It is important to maintain this standard and so attention to detail with regards to spelling etc. is of paramount importance.

8. The Display of Names and Numbers

The regulations made require numbers and names to be displayed in an appropriate manner. This was introduced to ensure that buildings are clearly identified for the convenience of the public, and in order that the emergency services may attend and react efficiently when called to an accident or other incident.

The following guidelines apply:-

1. Every number or name, or number and name, of any building in any street, way, place, row of houses or block shall be marked:-
 - a) On the building, the entrance gate, boundary wall or fence immediately adjacent to the gate or entrance of such a building, or in such other position as to be clearly visible from the street or way in which the building is situated.

- b) With numerals or lettering of such colour as to contrast with the background against which they are displayed.
- c) With numerals or letters of sufficient size to render them clearly visible from the street or way in which the building is situated.
- d) In durable, non-absorbent material, which expression shall be deemed to include paint.

2. Where the number or name, or number and name, is marked on the building to which it relates, such number or name, or number and name, shall be not more 6.0 meters above the level of the ground.

3. Where the number or name, or number and name, is marked in a position other than on the building on which it relates, such number or name, or number and name, shall be not more than 2.44 metres or less than 0.75 metres above the ground.

4. The numerals of which any number is composed shall be Arabic in character.

Of particular concern to the Council is the number of shops not adequately displaying the appropriate name and number this will need adequate policing to maintain standards.

In addition to these guidelines developers and building owners should be aware that planning permission may be required in the following instances:

- Listed buildings: if the proposed display would affect the special character of the building.

Even relatively small-scale displays or alterations may require listed building consent.

- Advertisement Control: it is possible that a display may be deemed to be a sign requiring consent under the Town and Country Planning (control of Advertisements) Regulations 1992.

If you are in doubt about the display of the name and number you are advised to consult the Regulations and contact the Department of Planning for further advice.

9. Enforcement Procedures

The Acts, in appropriate circumstances, allows Councils to affix approved street numbers to buildings and to recover costs incurred. In addition, the provisions of the Act result in offences being committed when owners or occupiers remove, cover or obliterate street numbers.

The normal Council approach is to encourage occupiers to display the correct name / number in an appropriate manner. Where it is evident that failure to do so could result in failure of postal delivery services or emergency services to identify adequately the premises, then the Council will pursue enforcement action.

10. Further information and Advice

Further information, advice and submissions for authorisation can be made to:

**John Moody
Head of Engineering and Community Safety
Bromsgrove District Council
Council House
Burcot Lane
Bromsgrove
B60 1AA**

References

Town Improvement Clause Act 1847 Section 64 & 65.

Public Health Act 1925 Section 17).

Local Government Act 1985 Schedule 8 Section 14 (1) (a).

BROMSGROVE DISTRICT COUNCIL

EXECUTIVE CABINET

13TH APRIL 2005

ARTS STRATEGY

Responsible Portfolio Holder	Councillor June Griffiths
Responsible Heads of Service	Robbie Hazlehurst Director of Leisure Services

1. SUMMARY

- 1.1 This report seeks approval to the Draft Arts Strategy to enable consultation on its content to be undertaken with a range of interested parties including local and regional arts groups, schools, the Community Safety Partnership, the Primary Care Trust and members of the public

2. RECOMMENDATION

- 2.1 The Executive Cabinet is recommended to approve the attached Draft Arts Strategy for consultation purposes.

3. BACKGROUND

- 3.1 This Strategy has been produced following a period of widespread consultation and discussion and a review of current arts provision and activity within the District, within public, private and voluntary sectors. It has been developed with reference to national, regional and local policies and strategies, and takes into account the work undertaken by the Council since it adopted its first arts strategy in 1993.
- 3.2 A key part of the Strategy process was reviewing the Council's achievements since 1993, when it first appointed an arts development officer and initiated a programme of arts development. The review found that the Council had achieved a great deal and had consolidated its partnership with the Arts Council of England West Midlands (formerly known as West Midlands Arts). It had also established successful partnerships with the County Council and other agencies in delivering increased opportunities to participate in the arts, one of the successes of the Strategy.
- 3.3 The new Arts Strategy will address the issues and gaps in provision identified through the research and review undertaken. It will take into account other national, regional and local strategies and the characteristics of the district. It will also identify a range of partnerships and opportunities for furthering arts development. In particular it will build on the achievements to date and address areas of under-achievement.
- 3.4 The Strategy identifies ten key issues. These are:
- Young people and the arts
 - Arts in the Community
 - Facilities for the arts
 - The visual arts and crafts
 - Co-ordination, support and information
 - Professional arts provision
 - Partnership working
 - Cross-cutting issues

- Working strategically in the arts
- Funding the arts

These will form the basis of the Council's ten strategic objectives for the arts. A series of key tasks will be undertaken to achieve these objectives and a range of potential funding sources and partners have been identified.

4. FINANCIAL IMPLICATIONS

- 4.1 The objectives as set out in the Arts Strategy will drive the future work programmes of the Council's Arts Service and will be used as part of the Council's budget process for determining priorities and future levels of expenditure on the Arts within a corporate context. At this stage the expectation is that the majority of the issues identified can be met from within existing budgets and by working in partnership with others.

5. LEGAL IMPLICATIONS

- 5.1 There are no legal implications associated with this report.

6. RISK MANAGEMENT

- 6.1 The adoption of the Arts Strategy will enable the Council to prioritise the resources it allocates to the Arts in a clear and focussed way to achieve the objectives and key issues outlined within the strategy over the next 3 - 5 years

Background Papers

None

Contact Officers

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Tel: (01527) 881381

BROMSGROVE ARTS STRATEGY

2004

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EXECUTIVE SUMMARY

1. This Strategy was produced following a period of widespread consultation and discussion and a review of current arts provision and activity within the District, within public, private and voluntary sectors. It has been developed with reference to national, regional and local policies and strategies, and takes into account the work undertaken by the District Council since it adopted its first arts strategy in 1993.
2. A key part of the Strategy process was reviewing the Council's achievements since 1993, when it first appointed an arts development officer and initiated a programme of arts development. The review found that the Council had achieved a great deal and had consolidated its partnership with the Arts Council of England West Midlands (formerly known as West Midlands Arts). It had also established successful partnerships with the County Council and other agencies in delivering increased opportunities to participate in the arts, one of the successes of the Strategy.
3. However, due to personnel difficulties, arts development had at times lacked consistency and follow-through. Certain initiatives, such as improvements in facilities for the arts, had stalled, though work to create the new performing Arts Centre is nearing completion with full Council commitment, in partnership with North East Worcestershire College (NEW College). The relationship with the voluntary arts sector could be strengthened, as could partnerships with schools.
4. The Strategy consultation process identified a continuing demand for better facilities for the arts, in Bromsgrove town especially, and for increased funding; also enthusiasm from schools and the Youth Service for increased arts provision for young people. 89% of the schools surveyed had hosted performances by visiting artists, though facilities for the arts were generally limited. There were large gaps in out of school hours arts provision for young people, including within the youth service.
5. The voluntary arts sector would like to see improved information and advisory services, including support with marketing and publicity, and better co-ordination in the arts. Research confirmed that considerable amount of voluntary arts activity and there was a general feeling that Council support for the arts had increased. 76% of local groups felt that it was important that the Council developed arts activities.

6. Developments at NEW College, including plans to re-develop the College site and develop new arts facilities, including the Arts Centre, added to the re-location of the College's arts and media courses to Bromsgrove, will bring new opportunities to the town and district. The district's sports centres include arts opportunities for young people within their programmes and there are opportunities to expand this strand of arts provision, though they currently lack specialist arts facilities.
7. The Arts Strategy will address the issues and gaps in provision identified through the research and review undertaken. It will take into account other national, regional and local strategies and the characteristics of the district. It will also identify a range of partnerships and opportunities for furthering arts development. In particular it will build on the achievements to date and address areas of under-achievement.
8. The Strategy identifies ten key issues. These are:
 - Young people and the arts
 - Arts in the Community
 - Facilities for the arts
 - The visual arts and crafts
 - Co-ordination, support and information
 - Professional arts provision
 - Partnership working
 - Cross-cutting issues
 - Working strategically in the arts
 - Funding the arts
9. These will form the basis of the Council's ten strategic objectives for the arts. A series of key tasks will be undertaken to achieve these objectives and a range of potential funding sources and partners have been identified.
10. Planned new developments include: continuing work to establish, Artrix, the new performing arts venue in Bromsgrove; increasing opportunities for young people through the creation of a Youth Arts Working Group; and a new arts forum bringing together a wider variety of arts, youth and community organisations. The Strategy also proposes work with other local authorities to develop and implement touring provision; increased the use of school facilities for the arts; new initiatives in the

visual arts and crafts; improved information services; a more strategic approach by the Council to maximise the impact of the arts across policy areas and develop partnerships.

1. INTRODUCTION

1.1 Background

In 1993 Bromsgrove District Council adopted its first arts strategy. This led to the appointment of an Arts Development Officer for the District, whose responsibilities included the co-ordination and management of a programme of arts development. This programme was funded through an arts budget and supported by West Midlands Arts (WMA) in the form of a Local Funding Agreement, which provided support for the programme over an initial three-year period at £10,000 per year. The funding agreement was followed up with further funding from WMA in subsequent years.

One of the key recommendations of the original arts strategy report was that the Council should investigate the possibility of creating a centre for the arts in Bromsgrove. This aim has been successfully pursued by the Council in partnership with NEW College and is anticipated to open in the Spring of 2005.

The Council's work in developing the arts over the period since 1993 is assessed in depth later in this report. While there have been some considerable successes, the work suffered from some lack of continuity, due to personnel gaps. The Council is now keen to embark on a new phase of arts development and to strengthen its working partnership with the Arts Council of England West Midlands. To that aim it has commissioned this report to provide it with an opportunity to reflect on the successes and achievements to date and to set out clear and achievable aims and objectives for the next five years.

1.2 Terms of Reference

The aim of the commission was to review current arts provision and activity within the District, within public, private and voluntary sectors, and with reference to appropriate policies and strategy, and in the light of appropriate research, to produce an Arts Strategy for the District.

The main objectives were to:

- Identify priorities in terms of support and development of provision of facilities and services within the District over the next five years

- Consider resource implications arising from the Strategy, and highlight and recommend both appropriate funding and management methods to take arts development forward in the District.

1.3 Methodology

An initial briefing meeting took place with the Council to agree the terms of reference and methodology. The work was undertaken in two phases.

Phase 1

The first Phase of the Strategy process included the following key tasks:

- Review of previous arts strategy and relevant reports and documents relating to its implementation
- Research into national and regional strategic documents
- Assessment of effectiveness of previous arts strategy through reports, consultation, community feedback and analysis of documentation and arts development programme information
- Assessment of developments and changes in local arts provision and in surrounding Districts since 1993
- One-to-one consultation with a range of Council officers from different departments and units and with key members
- Consultation with partner agencies, including Arts Council of England, Worcestershire County Council and other relevant agencies
- One-to-one consultation with key arts and community organisations, including Bromsgrove Arts Association
- Consultation with the local arts and voluntary sector through questionnaires and focus group meetings and through visits to selected youth and community organisations
- Visits to the main arts venues and arts providers
- Visits to leisure and educational facilities, including NEW College and all of the District's secondary schools
- Assessment of documentation, including strategic policy documents for a range of policy areas and strategies of partners agencies
- Discussion of strategic policy options with Council officers and members

- Analysis of expenditure on the arts and external funding attracted
- Assessment of current arts provision and identification of gaps in provision

A key issues paper was presented to the Council at the end of Phase 1, prior to preparation of the draft Strategy. This summarised our research and consultation findings and provided a focus for discussion and an opportunity to work with officers (and other members of the Group) in developing key themes and considering priorities and resource implications.

Phase 2

This phase involved the preparation of the draft arts strategy for discussion with officers and members, and with key partner agencies, and the completion of the arts strategy.

The work was being undertaken at the same time as work on a cultural strategy for Worcestershire and the consultant attended a focus group in Bromsgrove related to this separate process.

2. PROFILE OF DISTRICT

2.1 Geography and Characteristics

Bromsgrove is a largely rural district based in the north of Worcestershire and bordering the southern edge of the West Midlands conurbation. The District has many attractive villages, three large country parks just out of District, and a canal network that provides leisure opportunities for both residents and visitors. The District has strong historical connections, particularly with the poet Housman (a former teacher at Bromsgrove School), through the work of the Bromsgrove Guild and as a centre for nailmaking.

Bromsgrove is one of the most attractive business locations in the West Midlands, due to its proximity to Birmingham and excellent road links (the M42 and M5 both pass through the District).¹ There are a number of new business park developments underway and the planned developments at NEW College (see later in report) are seen as a major investment in the District.

Development pressures on the District have become increasingly apparent in recent years² and the attractive environment of the District, of which 90% lies in Green Belt, has made it a popular place to live, and from which to commute.

2.2 Demography

Demographic information has been obtained from the *Worcestershire Economic Assessment, 2002-2003*, produced by the County Council and Chamber of Commerce. It is summarised below.

The Bromsgrove economy is different to that of the County's other districts in that there are a large number of commuters to Birmingham who are female part-time workers.³ 60.5% of the workforce commutes over 5 miles to work, compared with a national figure of 37% and figures of around 41% for Redditch and 51% for

¹ *Worcestershire Economic Assessment, 2002-2003*, (Worcestershire County Council and Chamber of Commerce).

² *Bromsgrove District Local Plan – July 2002*

³ *Worcestershire Economic Assessment, 2002-2003*, (Worcestershire County Council and Chamber of Commerce).

Wychavon. Only 30% travel less than 5 miles to work, compared with 44.3% of people in the County.

Population	
Bromsgrove District	87,100
Worcestershire	539,851
Bromsgrove Town	30,273

Population Analysis	Bromsgrove District %	Worcestershire County %	Great Britain
Aged 0-17	21.3	22.1	N/a
18-64	61.1	61.5	N/a
Over 65	17.6	16.4	N/a
Population change 1991/99	-7.2	+4.5	N/a
Pop est. growth 2001-2011	+5.7	+4.7	N/a
Ethnic minorities	1.4	1.5	5.5

The composition of the population is broadly in line with that for the County, but with a slight weighting towards older residents and against younger people aged under 17.

Employment Type (SOC Group)	Bromsgrove %	Worcestershire %	Great Britain %
Managers & administrators	19.3	18.4	16.1
Professional occupations	9.9	8.9	8.7
Associate professional & technical	8.8	7.7	8.7
Clerical & secretarial	14.9	14.5	16.2
Craft & related	13.7	15.1	14.5
Personal & protective	8.8	8.3	9.1
Sales	6.9	7.0	7.1
Plant & machine operatives	10.1	11.7	10.3
Other occupation	6.7	7.5	8.4
Not stated	0.9	0.8	1.0

The employment pattern of the District is broadly similar to that of the County, but with a greater percentage of people occupied in managerial, administrative,

professional and technical areas (38% in the top 3 categories compared with 35% for the County and 33.5% nationally). It is also well above national percentages in these categories.

This would suggest a relatively well-educated and financially better-off population than the County or country as a whole. Since arts attendances are known to be higher among these social groups, it suggests a relatively high level of demand for the arts from the population. However, Bromsgrove also has pockets of deprivation, particularly in the north of the District, and its unemployment rate of 2.7% in March 2004 was the third highest in the County, though well below national and regional averages at 3.5% and 4.0% respectively.

2.3 Tourism

Tourism/Visitor Management is of considerable importance to Bromsgrove District, which has a variety of attractions and is one of the main day-trip destinations for people from the Birmingham conurbation. The District is also a key visitor destination for business travellers (including people attending NEC events), which is its largest overnight stay market, and for tourists to the region wishing to visit major attractions such as Stratford upon Avon and Warwick Castle.

The District's main attractions are:

Clent Hills and Waseley Hills Country Parks

Avoncroft Museum of Buildings

Hagley Hall

Hanbury Hall

The canals and countryside areas

Bromsgrove Museum

Birmingham and Midlands Museum of Transport

The Housman Trail

Other attractions just outside Bromsgrove District include:

Webb's Garden Centre, Lickey Hills Country Park and Jinney Ring Crafts Centre

The Council is in the process of working with other authorities in the county to review and implement the Regional Visitor Management Strategy that will build on

the District's strengths, including its location and easy accessibility, rural character and its convenience for the business traveller. The day visitor and short breaks will also be key areas for development.

The arts contribute to tourism/visitor management in the District in a number of ways, including attracting people from a wide catchment to music events promoted by Bromsgrove Concerts and presented at the Bromsgrove Festival. Also by helping to make Bromsgrove Town Centre a more enjoyable place to visit with street theatre and other events. However other opportunities for the future include:

- Developing new festivals and events (e.g. a possible food and drink festival)
- Through public art making outdoor locations more attractive to visitors (e.g. possible sculpture trail & work at country parks)
- Contributing to the development of other town and village centres with events and public art.

There is also some potential for joint arts and tourism/visitor management initiatives, including developing ticket-selling services as part of the Tourist Information Service provided and linking arts events with planned tourism events.

3. STRATEGIC CONTEXT

3.1 Bromsgrove District Council

3.1.1 Mission and Structure

The Council's mission statement is:

Bromsgrove District will be an attractive, clean, healthy, safe & prosperous district where an improving quality of life is enjoyed equally by all.

One of the Council's objectives is:

To provide Sustainable Culture and Leisure Opportunities.

(We will ensure that there is a suitable mix of cultural and leisure facilities and opportunities that are accessible to all sections of the community including the Arts Centre, sports facilities and opportunities, play areas, open spaces and facilities for young people.

The Council now operates a cabinet system, with six members on an Executive Cabinet. One of these has responsibility for leisure, including the arts, which are located within the Leisure Services Department. There is a Scrutiny Committee for Health and Leisure. The Council currently has a full time Arts Development Officer, who reports to the Director of Leisure Services.

3.1.2 Leisure Services

The mission for Leisure Services is:

To provide good quality leisure opportunities which are available to everyone.

It's aims are set out under five headings:

- Participation
- Service delivery
- Equality issues

- External links
- Raising the profile

The Leisure Services Department has responsibility for the Council's three sports centres, the Dolphin Centre (Bromsgrove), Woodrush Sports Centre (Wythall), and Haybridge Sports Centre (Hagley). (they are run as part of Sport Services with the latter two centres through dual-use agreements with local schools). The centres provide some opportunities for young people to participate in the arts, but lack dedicated facilities for the arts.

The Council's sports development work is integrated with the work of the sport and leisure centres, community safety and health initiatives and has a primary focus on young people. Much of this work is carried out in schools in partnership with the education sector and there is a strong emphasis on using sports centre facilities. Activzone, the holiday activity programme for children and young people, is run as a partnership involving sports development, arts development and the sport facilities.

The Department is also responsible for the operation of Bromsgrove Museum and the Council via the Health and Leisure Scrutiny Committee is currently undertaking a review aimed at developing a new strategy for its continued operation which it is anticipated will include greater opportunities for the Museum and its collections to contribute more positively to the objectives contained within this strategy.

The Council does not currently have a formal strategy for leisure, but has participated in the development of a Countywide cultural strategy. In addition it has developed a Leisure Services Service Plan for the period 2001 - 2006, which sets out its aims, objectives and priorities.

3.1.3 Arts Development

The Council appointed its first full-time Arts Development Officer in 1994. The post holder worked with the Council until her departure in autumn 2000, but had been working on a part-time basis for some time previous to that. Furthermore, her work had been interrupted periodically by extended periods of ill health and consequent absences from work. This resulted in a broken pattern of arts development with some initiatives not being implemented.

The Council's current Arts Development Officer works full-time and is responsible for initiating and managing the arts development programme. He is responsible for a programme of arts development and for liaison with external agencies, including the local arts sector, schools, youth and community organisations, Arts Council of England, the County Council and a range of other agencies. His work currently consists of:

- Initiating and developing arts projects and programmes, including the annual Street Theatre festival
- Liaison with Arts Council of England, Worcestershire County Council, Worcestershire District Councils and other external agencies
- Advising and working with the voluntary arts sector and other local organisations
- Working with other Council services to develop arts provision
- Partnership working with the County Council as part of the County Arts Forum
- Working with local schools and with other organisations to develop arts provision
- Reporting to the Executive Cabinet and the Health and Leisure Scrutiny Committee and preparing arts business plans and funding proposals.

The current programme of arts development being undertaken by the Council consists of recurring activities and events, such as the annual Street Theatre and Christmas lights switch on programmes (in Rubery and Bromsgrove Town centres) and *Activzone* for instance, continuing support for key groups such as Someone at the Door Samba Band and special projects, including a major Youth Carnival.

Activzone, the holiday activity programme for young people, provides eleven weeks of arts and sports activities at the District's three leisure centres and is developed and run by Leisure Services, which includes the Arts Development Officer. Freelance arts practitioners are contracted to undertake the arts programme.

Other work in the pipeline or under development includes a Youth Arts festival in Bromsgrove district, the establishment of art clubs at the Dolphin Centre, and major schools arts festival scheduled to take place in 2006.

The Council's programme of arts development has been through a transitional phase and it is recognised that a more strategic focus is required for the future. There is also

an interest in linking some elements of arts development work more closely with sports development.

3.1.4 Expenditure on the Arts

The Council's annual expenditure on the arts (not including staff and overheads costs) for the 2003/4 and 2004/5 period is summarised below.

	2003/4		2004/5	
	Costs	Income	Costs	Income
Jubilee Bandstand	£5,000		7,000	£1,500
Activzone (Leisure Centre budgets)	£12,000		£12,000	
Street Theatre	£18,500	£5,000	£22,500	£5,000
Christmas Lights events	£4,000	£250	£5,500	
Active Learning Centre	£7,000		£2,400	
Art clubs	£3,000	£1,000	£4,200	£1,250
Arts strategy (inc. WMA 5K)	£7,000			
Youth Arts Project	£2,600		£3,500	
Public art - (Royal Hunter's Way & N. Pope) Inc. £4,500 capital	£10,500			
Other projects & support	£13,450	£1,000	£3,500	£1,500
Total	£83,050	£7,250	£60,600	£9,250

Of the above £106,250 comes directly from arts budgets, of which £44,900 comes from external funding sources. £4,500 comes from capital budgets. There is a core annual arts budget of around £43,000.

It is evident that the Council is attracting external funding for some elements of its programme and making effective use of non-arts budgets for projects which address other policy areas, such as environmental and youth development for example. In addition there is arts expenditure through grants to voluntary arts organisations.

Arts Grants to Voluntary Bodies 1998/9 to 2004/5

	1998/9	1999/00	2000/1	2001/2	2002/3	2003/4	2004/5
Bromsgrove Festival	5,200	5,200	5,350	5,250	5,350	5,350	5,350

Bromsgrove Concerts		50					
WMA subscription	2,400	2,400	2,400	2,400	2,400	2,400	2,400
Alvechurch Alight	500		500				
Optical Orange	500						
Total	8,600	7,650	8,250	7,650	7,750	7,750	7,750

Included in the above awards is support for music in the park, band concerts on the Recreation Ground organised by the Bromsgrove Festival, which presents an annual festival of professional music, classical music in particular. Bromsgrove Concerts also presents series of live professional classical concerts.

The awards are made from the Council's general grants budget through a process which is unrelated to arts development. There are no specific criteria relating to the arts. In our view it would be more appropriate if there were published criteria for arts grants and they were allocated through a process which was more closely integrated with the Council's broader programme of arts development.

3.1.5 Economic Development

The Council has made a commitment to promoting economic development and as part of the Planning Services Business Plan 2005/6 with a series of key objectives and functions. These include:

- Promotion of the District as an attractive business location and encouragement of inward investment
- Development and improvement of the Town centre
- Management of educational and training partnership programmes to increase employment opportunities.

Though the plan does not refer specifically to the arts and creative industries, there are opportunities for them to contribute to the District's economy in addressing the above objectives, for example, through the provision of arts facilities and events, public art and Town centre events, and educational and training in the arts and creative industries.

Though much creative industries development is centred on major cities, Sheffield and Birmingham for example where artist support measures linked to cultural

quarters have played a key role in regeneration, there are examples of similar projects in rural areas. Stroud Valley Artspace is an artist-led initiative that provides open-access low-cost workspace, resources and information and networking support for artists. It also provides training and public art programmes and a shop front exhibition area for work produced.

Cheltenham Film Studios is a self-contained media village with two fully-equipped sound stages with support facilities, office and workspace for small design companies and businesses and a catering and bar operation. The project acquired the site with the assistance of the local authority but operates on a self-financing basis.

The development of farmers' markets is one area where the arts might be integrated with economic development measures, for example, by linking outdoor arts events, live music say, with other activities. In South Kesteven in Lincolnshire the District Council co-ordinates a festival of food, folk and arts, which brings together live arts events with markets and other food retailing activities.

There might be opportunities for the Council to work more closely with education providers in the District, and NEW College especially with the development of the Arts Centre. in developing opportunities for people to train and develop local businesses in the creative industries, in areas such as film and media, computer graphics, music and video recording, and to retain talent in the District.

3.1.6 Planning

The Planning Department has responsibility for preparation of the Local Plan and for all planning issues. Within this remit it has an interest in public art and for implementing the Percent for Art policy. DS15 of the Local Plan states:

DS15 The Council will promote the creation of new works of art as part of the enhancement of the built environment.

The District Council operates a voluntary scheme whereby a proportion of the cost of major development (or important sites) is set aside for works of art....(it) can include sculpture, the integration of design and art forms into street furniture and hard landscaping.

The Department has worked with the former Arts Officer and with the Bromsgrove Society in developing ideas for public art projects, but unfortunately there have been difficulties in taking some of the projects forward. The Department does not have a specific financial allocation for public art.

The Department remains committed to public art, but thinks that there is a need for renewed effort from the Council to put public art back on the agenda. In particular the Arts Development Officer could play a key role in working with the Department to advise developers and to facilitate the inclusion of public art in new schemes. In particular the department has a need for specialist expertise.

3.2 National Policy Context

3.2.1 DCMS Overview

Responsibility for arts and media at central government level lies with the Department of Culture, Media and Sport (DCMS). The Department provides the national policy framework for culture, media and sport and has set out its priorities in the arts in a number of documents. It also carries out and publishes research into the sector and has identified the importance of the wider creative industries in its mapping documents.

3.2.2 DCMS Creative Industries Mapping Document, 2003

This is the second Mapping Document produced by the DCMS and provides an assessment of the scale and breadth of the creative industries sector nationally. The Document defines the creative industries as:

Those industries which have their origin in individual creativity, skill, talent and which have potential for wealth and job creation through the generation and exploitation of intellectual property.

They include:

Advertising, architecture, the art and antiques market, crafts, design, designer fashion, film and video, interactive leisure software, music, the performing arts, publishing, software and computer services, television and radio.

The report estimates that the creative industries in the UK generate revenues of around £112.5 billion and employ some 1.3 million people. They account for 5% of GDP.

Sectoral Breakdown

Sector	Revenue	Employment
Music	£4.6bn	122,000
Design	£26.7bn	76,000
Publishing	£18.5bn	141,000
Performing Arts	£0.5bn	74,000
Film and Video	£3.6bn	45,000
Television and radio	£12.1bn	102,000
Crafts	£0.4bn	24,000
Interactive leisure software	£1.0bn	21,000
Software and computer services	££36.4bn	555,000

From a regional perspective the report makes the following comments:

- The need for more mapping of the sector
- The need for creative industries strategies to integrate with other related strategies
- The need to improve business support
- The need to encourage the retention of talent in the regions
- The importance of ‘creative clusters’.

3.2.3 Culture and Creativity

The DCMS published ‘Culture and Creativity, The Next Ten Years’⁴ a document which sets out the Government’s ambitions for the cultural sector over the next ten years. It emphasises the wealth of creative talent in the country and the role of creativity in society, re-stating the Government’s four key objectives:

- Excellence
- Access

- Education
- The creative economy

It prioritises the relationship between the arts and education through the new Creative Partnerships initiative. Other key initiatives include:

- Supporting individual artists through the development of new support schemes
- Freeing excellence by funding organisations in the subsidised sector
- Developing the role of libraries
- Widening digital access

Culture and Creativity makes a firm commitment by Government to the arts and cultural sector and to developing and strengthening linkages across Government and local authority departments. It reaffirms a commitment to the place of the arts in an enriched school curriculum and the creation of centres of excellence.

It identifies the need for further support measures in the creative industries and for pathways for young people to develop careers in the arts and media sectors and proposes new measures, including a Graduate Grant Incubator Scheme (through NESTA) to assist graduates in launching their business careers. It also stresses the importance of support for individual artists and creators in developing their artistic product.

3.2.4 The Arts Council of England

Policy Framework

The aim of the Arts Council is:

To promote access, education and excellence in the arts through partnership.

The Arts Council provides a national policy framework for the arts. The Arts Council's current priorities are:

- Bringing the arts to a wider audience

⁴ *Culture and Creativity, The Next Ten Years' DCMS (London March 2001)*

- Encouraging individuality and experimentation
- Nurturing creativity across the generations
- Embracing the diversity of our culture
- Exploring new forms of expression

The Arts Council has responded to Government agendas and initiatives, such as the PAT 10 report (by the Policy Action Team) and New Deal in a series of papers that set out its commitment to regeneration, diversity and social inclusion. It has identified a number of elements to its approach:

- Valuing and supporting organisations and individuals who work within community settings promoting social inclusion and equality of opportunity
- Building capacity by supporting or creating infrastructures which can develop and sustain cultural opportunities for excluded groups
- Working in partnership advocating the value of the arts to other partners, and unlocking resources from non-arts sectors.

The Arts Council is currently considering a range of ways in which it might support creative community partnerships at local level, including allocating funding for development in low-income neighbourhoods through its New Audiences Programme.

The Arts Council has recently has a major structural change to the arts funding system integrating the Regional Arts Boards into a single new Arts Council of England, with greater devolution of decision-making to regional level, through regional offices based on Government regions.

Public Attitudes to the Arts

The Arts Council commissioned research into public attitudes to the arts from MORI in May 2003.⁶ A representative sample of 1,801 adults was interviewed. The research asked people to identify what they included in the term ‘arts’. It found that while 79% mentioned painting and drawing, only 28% mentioned rock music.

Key findings were:

- Over 66% had been to theatre or participated in drama

- Almost 50% had, at some time, been to see paintings or drawings or had themselves painted or drawn
- About 33% had been to a concert or classical music event
- 7 out of 8 people had attended or participated in at least one type of art in the last year
- 95% felt that children should have access to the arts
- 50% would have liked more opportunity to take part in artistic activities themselves
- more than one third of people with no educational qualifications said that they would like more opportunity to participate in artistic activities
- 75% believed that more effort should be made to make the arts more accessible to people like them
- 73% believed there should be public funding for the arts.

Research also indicates that almost 80% of the UK population attends or takes part in arts events of one form or another.

Consumer spending on the arts was estimated at £768m in 1997.

3.3 Worcestershire County Council

3.3.1 Corporate Priorities

The County Council in its corporate plan, *Climbing the Ladder*, has identified five corporate priorities under the CLIMB acronym. They are:

- Community involvement and community services
- Lifetime learning
- Improving social and economic well-being
- Making Worcestershire a better place in which to live
- Building the new County Council

3.3.2 Arts and Libraries

The County Arts Service is based in the Cultural Services Division within the Directorate of Corporate Services. The Service operates strategically across

departments of the Council (e.g. Social Services, Countryside Service), administers a grants budget (totalling around £75,000), runs a programme of arts development, maintains an arts database and has up to recently co-ordinated the County Arts Forum which brings the County's arts sector together. Included within its funding programmes is the First Base grants scheme, which provides grants of up to £500 for small community groups and organisations planning arts projects.

Much of the work of the Arts Service involved collaboration with other County services, including the Youth Service. For example, it launched in 2002 a countywide youth contemporary music project that was made available at six centres in the County, including, Rubery Youth and Community Centre.

It also plays a particular role within libraries, including programming exhibitions and events in partnership with local librarians (including Bromsgrove Library, which presents some small exhibitions, literature events and other events).

The County Arts Service is in the process of establishing a rural and community touring scheme for Worcestershire in partnership with the District Councils and a pilot scheme has previously been Fun in Wychavon. Other planned initiatives include an Arts Marketing Strategy for Worcestershire.

The Arts Service is a key partner for Bromsgrove District Council in developing the arts and there are opportunities for attracting more County funding in to the District and for working closely together on new initiatives, such as youth arts projects and in developing rural touring programmes.

3.3.3 Education

The Education Authority's Plan for the County places considerable importance on the arts. Raising achievement in the arts is one of its key priorities (Priority 4). The Plan makes a commitment to a number of measures to support arts in education in the County, including:

- establishing at least one Countywide arts festival a year
- establishing one pyramid arts festival or exhibition a year, increasing to two and then four in subsequent years

- supporting artists residencies in 50% of schools by the end of the Plan
- ensuring that schools have an arts policy and development plan
- developing an arts website
- increasing the take-up in art
- developing links in the arts outside of schools.

The County has its own Arts Education Co-ordinator and a team of specialist arts advisers who work with and support schools. The Council has been successful in securing Government funding for arts in schools, and receives £1 million a year towards this from the DfEE standards Fund. Some of this funding is channelled through grants to support artist residencies in schools.

It supports a range of extra-curricular arts activity in the County and in Bromsgrove District, in particular through the Bromsgrove schools pyramid. The authority views Bromsgrove schools as being generally strong in the arts, but as lacking in arts facilities on a number of sites.

3.3.4 Youth Services

The County Youth Service directly operates 4 youth centres (including the Ryland Centre, Catshill, Youth Centre, Rubery Youth, Community Centres and Woodrush Youth Centre), undertakes detached and outreach work, provides information and advice and works in partnership with other youth services providers. There is a Youth Worker for the north of the County based at Rubery, with a wider specialist remit in the arts.

The Service is currently developing a youth arts strategy to inform future arts work. It is already an active provider of the arts for young people and provides opportunities both through countywide arts initiatives, such as the Beacon project which included Rubery Youth Centre, and through activities at local level. For instance, Rubery Youth and Community Centre has had a very strong emphasis on music recording and had a fully equipped recording studio.

The Service is seeking funding from a variety of sources so that it can implement its strategy, which will focus on music development in year 1, followed by other themes in subsequent years. It is keen to continue to strengthen its partnership work with the

District Council in developing more opportunities for young people to participate in and experience the arts and would like to see closer links among providers of arts for young people in the District.

The County Youth Service has its own budgets for supporting youth leaders, which can be used to buy in leaders with arts skills, and is also exploring external funding from a variety of sources, including funding related to areas such as community safety, European funding from the Youth Initiative Programme, accessed via the British Youth Council, and Lottery funding programmes.

3.4 Arts Council of England, West Midlands (formerly known as West Midlands Arts)

The Regional Arts Board has been a key partner in developing the arts in Bromsgrove District. The RAB funded the 1993 arts audit and strategy and supported the Council's arts development programme with annual partnership grants of £10,000 over each of the first three financial years following the adoption of the strategy. Its financial support for arts in the District over the past nine years is summarised below.

1996/7

Bromsgrove Concerts	£3,800
Bromsgrove Concerts	£1,650
Training Award	£650
BDC Partnership funding	£10,000
<i>Total</i>	<i>£16,100</i>

1997/8

Bromsgrove Concerts	£3,800
Bromsgrove Concerts	£4,500
<i>Total</i>	<i>£8,300</i>

1998/9

Bromsgrove Concerts	£500
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1999/00

Bromsgrove Concerts	£5,000
BDC Partnership funding	£5,000
Multi-agency Resource Centre (Summer workshop)	£1,700

<i>Total</i>	<i>£11,700</i>
2000/1	
Bromsgrove Concerts	£6,500
Creative Ambitions Individual awards	£4,085
Alcester & Arden Folk Festival	£2,000
<i>Total</i>	<i>£12,585</i>
2001/2	
Bromsgrove Concerts	£6,700
2002/3	
Local Funding Agreement - West Midlands Arts	£8,000
2003/4	
Local Funding Agreement - West Midlands Arts	£2,000
2004/5	
Worcestershire Sub-Regional Partnership	£4,138
Shindig Rural & Community Touring Programme	£4,000
<i>Total</i>	<i>£8,138</i>

WMA has also supported the following Arts Lottery awards.

Arts for Everyone Award

Bromsgrove Concerts £36,423

Capital Lottery Awards

Bromsgrove Concerts £35,798

NFMS £20,000

The total Arts Council of England West Midlands investment in the District in the years since 1997/8, including Lottery awards amounts to £166,244. This compares with a total of £19,900 in the three-year period up to the production of the first arts strategy in 1993/4.

Arts Council of England West Midlands (ACEWM) priorities are set out in its corporate plan and include:

- Developing the regional arts infrastructure
- Extending opportunities for the enjoyment and practice of the arts

- Raising new resources

ACEWM sees partnership with the region's local authorities as of considerable importance and remains willing to work with Bromsgrove District Council in supporting arts development work. New funding however, will come through Regional Partnerships project support rather than through ongoing revenue streams.

ACEWM would like to see greater support from the Council for the work of Bromsgrove Concerts, which it has supported for many years, and which it regards as one of the country's leading and most progressive concert promoters. It is also keen to see integrated measures for rural touring developed in the County.

3.5 Best Value/Corporate Governance

Local authorities have a duty to ensure the social, economic and environmental well being of their area. The Government requires that in doing this local authorities should assess whether the services they are delivering are achieving best value:

The main themes of Best Value are:

- it is a duty covering all local authority services
- it is based on economy, efficiency and effectiveness
- its aim is continuous improvement.

Key elements of the process are:

- **challenging** why and how a service is being provided
- inviting **comparison** with others
- **consulting** with local taxpayers, service users and the wider business community, and
- embracing fair **competition** as a means of securing efficient and effective services.

An essential element for local authorities, as advised by the Arts Council of England, is the production of an arts strategy.

The process of developing an arts strategy contributes to Best Value in consulting with the local community and assessing local needs; assessing and questioning current provision and how it is delivered; identifying gaps in provision; and evaluating the financial implications and opportunities of strategic options. The exercise is designed to result in the provision of the most efficient and effective arts services and provision for the local community.

4. CURRENT ARTS PROVISION

4.1 The Amateur and Voluntary Arts Sector

4.1.1 Bromsgrove Arts Association

The Arts Association has maintained its level of membership since 1993, indeed there is still the same number of member organisations, 23, though there have been some changes in the make-up of the membership. The organisation continues to act as the voice of the amateur arts sector and to work together to improve co-ordination in the arts in the District. To assist this it now produces a regular newsletter, *ArtsMail*, which goes out to member groups. This is funded through subscriptions.

The Association continues to see the creation of an Arts Centre or venue as one of its main aims and is delighted the new Arts Centre will open in Spring 2005. It would welcome a closer partnership with the Council and feels that the level of communication could be improved. It has identified a number of measures which it feels would help the arts in the District:

- Improved and affordable facilities for the arts
- Improved information and advice, including a comprehensive database of the arts
- Better communication
- Assistance from the Council in marketing and publicising arts events and activities
- A centralised ticket sales office/facility
- Financial support towards the production of *Artsmail*
- Greater continuity in Council support for the arts
- Better co-ordination.

4.1.2 Avoncroft Arts Society

The Society (a charitable trust) operates Avoncroft Arts Centre, a collection of buildings located on Cadbury Trust land adjacent to the Avoncroft Museum. The Arts Centre is run by a management group that consists of representatives of member societies which base their activities at the centre. These include the photographic Society, Drama Society and Folk Dance Society.

The Centre has a main hall/theatre, a meeting room and a pottery, and has recently installed two new kilns. It is now seeking a resident potter. The Centre's buildings, some of which are temporary structures, are generally in a poor state of repair and the Society would like to re-develop the main hall and is seeking funding for this purpose.

Avoncroft Arts Centre is a valuable resource, but exists primarily for the benefit of its member groups. Though it has developed some links with schools, and is keen to attract younger users, its general membership is from the older age bracket. The Centre has a great deal of potential, but will need to develop new partnerships if it is to continue play a meaningful role in the future creative life of the District.

4.1.2 The Bromsgrove Festival

The Festival is now in its 45th year, with the associated Young Musicians Platform in its 25th year, and continues to attract audiences from a wide area. The event is held in various venues, including the Spadesbourne Suite, in school venues and at the Gueston Hall.

The Festival maintains its commitment to bringing performers of high quality in to the District, but finds it increasingly difficult to compete with other provision and to afford the level of fees demanded by leading performers. Despite this it continues to operate independently and without substantial public subsidy. Further consideration should be given to the long term future of the Festival and how it might develop its role in widening access to music and the arts.

4.1.3 Bromsgrove Concerts

Bromsgrove Concerts is one of the country's leading promoters of professional classical music and is highly regarded by ACEWM. The organisation presents an annual programme of concerts and undertakes special projects, including work with schools and residencies by performers. With the Bromsgrove Festival, it is one of only two organisations presenting regular annual programmes of professional arts in the District.

Bromsgrove Concerts has an impressive track record in securing external funding for music development in the District and should be viewed as a core provider of the professional arts.

4.1.4 Survey of Voluntary and Amateur Arts Sector

17 organisations returned survey forms. In addition a number of local voluntary societies were interviewed and supplied information through that route. 29% of the organisations were involved with literature or writing in some form, 24% were involved with classical music and 18% with drama or the visual arts. The total estimated membership was around 1,400 people, with 5% aged under 16.

In total the seventeen groups provided around 530 events and sessions, including performances, exhibitions, rehearsals and other participatory activities. Average annual expenditure was just over £7,000. A wide variety of venues and facilities were used by the groups with 50% stating that they were satisfied or fairly satisfied with the facilities they used. However, 59% identified facilities and equipment needs which were not currently being met. Requirements included:

- A dedicated arts facility (Artrix)
- Musical instruments
- Photographic, lighting and sound equipment
- Exhibition space
- Improvements to an existing facility
- A venue for concerts (Artrix)

53% stated that they had future development plans. These included:

- Increasing the range of activities and membership
- Developing new activities
- Increasing the quantity of activities on offer
- Updating equipment

Seven of the groups had secured funding from some external source, while 5 (29%) had been successful in securing sponsorship.

Groups were asked about their levels of satisfaction with the Council's support for the arts.

- 70% felt that the Council had improved its support for the arts in the past five years and 59% partly agreed that the Council supported the arts
- 47% felt that it had increased its support for voluntary arts organisations and 48% partly agreed that the Council provided adequate support to arts groups
- 53% felt that there were more opportunities to take part in the arts
- only 12% felt that the arts were worse off than they had been
- 65% felt that facilities for the arts were inadequate (only 23% felt they were adequate)
- no group felt that access to equipment and resources was adequate.

They were also asked about the levels of importance they placed on a range of support services.

- 82% rated improvements to facilities for the arts and advice on funding opportunities as very or fairly important
- 82% rated support with marketing and publicity as very or fairly important
- 82% rated access to specialist equipment and resources as very or fairly important
- 76% rated funding as very or fairly important
- 76% rated the Council developing arts activities as very or fairly important
- 76% rated access to arts officers as very or fairly important
- 65% rated advice and information as very or fairly important
- 59% rated arts sessions and training as very or fairly important.

Other comments emphasised the importance of an arts centre, effective co-ordination, and support with publicity and marketing, including a ticket sales service.

The survey revealed a relatively high level of approval for the Council's work in the arts, despite a general need for improved facilities and resources. In particular there was support for the Council's direct role in arts development. Underlying this was a real demand for a range of services and support measures from the Council and a keenness to work with the Council's Arts Development Officer.

4.2 The Education Sector

4.2.1 North East Worcestershire College (NEW College)

The College is a general further education college and operates on two sites in Bromsgrove and Redditch, where its main campus is located. It has a total enrolled student population of 22,000. It is currently implementing plans to rationalise its provision across the two sites and to completely re-build the Bromsgrove campus.

The new Bromsgrove campus would have a focus on Higher Education and professional studies, possibly with a University partnership, and all of the college's current creative arts courses, including media technology, would re-locate to the Bromsgrove campus. The aim is to create a kind of Bromsgrove School of the Arts offering arts and media courses from vocational to degree level. The campus would also be the base for technology and design.

The re-development of the site has resulted in the creation of a new privately-owned and operated leisure centre and hotel and the construction of the Arts Centre in partnership with the District Council. Other arts facilities would also be located on the campus within the college buildings.

The College is also an important provider of adult education and other courses in the arts, both at its main campus and at a variety of other sites around the District. It sees itself as playing a pivotal role in the arts in the District and is keen to continue to develop external partnerships in order to achieve this aim.

4.2.2 Schools

Secondary Schools

Visits were made to all of the District's Secondary schools. There were discussions with Head Teachers and key staff on the range of arts activities taking place in the schools, including community and after school hours activity, and the schools' facilities for the arts were inspected.

The overall impression was that there was considerable enthusiasm for the arts in the Secondary sector and an increasing commitment to the development of new courses

and the improvement of facilities for the arts. The range of facilities varied considerably but most of the schools had invested in some improvements to facilities for the arts in the past few years. However, all required further investment to meet their arts needs.

State Secondary Schools Arts Facilities

School	Drama studio	Art & Crafts Room	Recording studio	Video editing suite	Dance studio	Music practice rooms
Hagley R.C. High School	√	√			√	√
Haybridge High School	√	√				√
North Bromsgrove High School		√		√		√
South Bromsgrove High School		√		√	√	√
Waseley Hills High School	√	√			√	√
Woodrush High School		√				√

North and South Bromsgrove High Schools both had a strong focus on the arts, with South Bromsgrove High School having developed a music block which enables it to offer ‘A’ Levels in Music Technology.

Both Hagley Secondary schools were also fully committed to further developing arts provision and Hagley R.C. High School has particularly good facilities for music. Haybridge High School is also heavily committed to the arts and has developed first class facilities for the visual arts and crafts and would like to improve its performing arts facilities, especially for music.

Waseley Hills High School recently opened its new drama studio, an excellent space which currently has limited specialist lighting equipment, but which has the potential to become a valuable venue for live arts events for the local community. The School has a keen interest in the arts and has hosted IKON Gallery Touring exhibitions. It would welcome a greater role as a venue and resource for the local community. Woodrush High School had more limited facilities and less of a tradition in the arts than the District’s other schools.

Bromsgrove School, an independent boarding and day school providing private education, has some excellent facilities, but the majority are not designed with

community use in mind and it would be difficult for the local community to gain access to them. For example, the splendid new art and design block is heavily used for curriculum-based work and could not accommodate external usage in a regular basis.

Most of the other Secondary schools were used by the community in some way, for example, North Bromsgrove High School was used by local amateur groups and was the base for weekly evening music classes. However, it was apparent that there had been a fall-off in community usage due mainly to two factors: the cost and difficulty of using school premises and the limited range of facilities which were available for community use, in some instances due to their location within the school buildings.

Several schools had hosted artist residencies and there was a keen interest in working with professional artists and arts organisations in developing the arts. 72% (13) of the schools had received visits from professional arts practitioners, including:

Groups and practitioners referred to were:

Richard Capstick (artist in residence)
Steve Berry (musician / composer)
Cardula Connolly (composer)
Dance Explosion
Malachi Trust
Independent Thinking (active learning)
Dr D Tyler-Bennett (poet)
Worcester Arts Workshop
Music in Action
Mike Fenton (autoharpist)
NEW Orchestra
Young Shakespeare Theatre
Collar and T.I.E.

Perhaps the most impressive finding from the research was the amount of in-school arts activity which was taking place, with most schools having orchestras and bands, annual productions and regular clubs and arts activities within the school day, and the high level of commitment to the arts.

However, it was also evident that there was a strong desire for a closer working partnership with Bromsgrove District Council and a more flexible approach from the Council to working with the educational sector in providing opportunities for artists to work with schools and in developing arts opportunities for the wider community.

Schools Survey

An excellent response was received to the survey of schools confirming our research findings that there is keen interest in the arts within the educational sector and a willingness to find ways of working with the community to improve access to the arts. The issue of facilities is central to their concerns. Of the 18 schools:

- 11% had a theatre or drama studio (2)
- 33% had an arts and crafts room (6)
- 17% had a dance studio (3)
- 6% had an exhibition gallery (1)
- 44% had no dedicated arts facilities (8)
- 44% had plans to improve their arts facilities (8)
- school facilities were used by the community in only 11% of the schools (2)

28% (5) had developed links with external arts organisations, mainly consisting of colleges and local groups. However, 89% had hosted performances by visiting companies and performers. A very wide range of performances and visits had been hosted, including puppetry, flamenco dance, drumming, theatre, storytelling, music of differing types including jazz, South American music and classical music, Indian and African dance, writing and poetry.

83% of the schools indicated that they had organised activities for young people out of school hours, though our research suggests that the majority of this activity was related to school clubs, drama and dance, bands etc.

There is considerable potential for developing the use of schools for arts in the community and for partnership between the educational sector and the District Council in addressing wider community needs, however, there are challenges which need addressing, such as the cost of using school facilities and the quality and range of facilities. A flexible approach is needed which recognises the constraints on schools and develops partnerships on a consistent and longer-term basis.

4.3 Youth and Community Arts

The Council has played a proactive role in the development of arts activities in the community and with young people. This has included support for community plays in Alvechurch and Stoke Prior, the creation of two community samba bands, work in partnership with other agencies, such as the Health Promotion project on dance for elderly people and work with the Charford Multi-Resource Centre in Bromsgrove, and a variety of other measures. Some of this work has been sustained, for example in Alvechurch where the Alvechurch Alight Festival is still being run, while in other instances there has been little follow-up.

Work with young people has taken place in partnership with the Youth Service at Rubery Youth Centre and there have been some links with the Rylands Centre in Bromsgrove (e.g. the *Sparks* youth theatre group) which remains keen to offer arts opportunities to young people within its programme.

The Council also offers opportunities for children to participate in arts activities within its *Activzone* holiday activity programme, for example. Light Spirits Drama Group, a youth theatre group based in Alvechurch and set up about seven years ago through the Council's arts development work, continues to prosper and is one of the successes of the arts development programme. Council financial support for the group ceased in April 2002, though the Arts Officer has continued to provide advice and information.

Other arts work with young people takes place as part of the Youth Service's programme, for example, it has now acquired a portable music recording studio which will visit youth centres and has a County Music Worker who can support the studio. Schools are also very important providers of out of school hours arts activities for those young people with a particular interest.

Overall, provision remains patchy and the Council's youth and community arts work has undoubtedly suffered to some extent from lack of continuity, other than in Alvechurch where some continuity has been maintained. There are clearly areas of the District, Wythall and south Bromsgrove for instance, where there are opportunities for working more closely with the community in providing arts opportunities.

Support for youth and community arts should remain a central component of the Council's arts strategy with greater partnership working with the County Council and other agencies.

4.4 Partnerships with Professional Arts Organisations and Agencies

Through the Council's arts development work relationships have been developed with a number of externally based professional arts organisations and agencies. Both Dancefest and Open Theatre (two agencies based in the West Midlands) have had ongoing relationships with the District and other organisations, such as Collective Art Noise have also worked in the District in the past.

Open Theatre played a particularly important role in working with the communities of Alvechurch and Stoke Prior on their community plays. Dancefest has worked with elderly people, the Dance for Life project undertaken in partnership with the Health Promotion service and Age Concern, and with young people, it is to set up a youth dance group in Bromsgrove (County Council funded).

Worcester Arts Workshop ran the countywide Beacons arts project with young people, which included Rubery Youth Centre, and has undertaken work on summer play schemes in the District and on visual art projects. It has worked in two schools and part of its planned Home and Away photography project (a joint County and District Council initiative). The County Council has funded a degree of this work.

The Council has established good working relationships with the above organisations but there have been difficulties in maintaining the relationships in the recent past (due to the stop-go nature of the Council's arts development programme). There are considerable opportunities to build on the successful partnerships established.

4.5 Town and Parish Councils

Our survey of Parish Councils indicated a high level of arts activity currently taking place in parish and village halls, with 64% providing information on the range of arts activities taking place. 82% of the parishes had a hall. 55% had wheelchair access, but only 45% had an adapted toilet. The range of arts activities taking place was wide including dance (45%), theatre/drama and art and crafts. Much of the activity was provided by local groups and private tutors.

None of the parish councils directly ran arts activities but 55% of village hall committees played an active role in providing arts activities. 64% felt that they would like the District Council to develop arts activities for their parish, the most popular being: touring professional performances (89%); opportunities for young people or other groups (89%); exhibitions (78%); and arts sessions (67%).

4.6 Sports Centres

The District's Sports Centres work closely with the Sports Development Officer and Arts Development Officer and are very active in providing opportunities for young people to engage in sport and some arts activities, mainly linked to *Activzone* programme. None of the centres has specialist arts facilities or staff and this may inhibit the extent to which they can play a role in arts provision for young people, though the Council is exploring the use of adjacent school facilities for arts activities linked to the leisure centre programme in Hagley.

A number of joint arts and sport projects, like the Active Learning Centre programme at the Dolphin Centre (which was funded with £67,000 from the New Opportunities Fund) take place at sports centres. A further initiative under the Sport England Active Community programme, would provide funding for dance.

4.7 Other Agencies

4.7.1 Avoncroft Museum of Buildings

Avoncroft is one of the District's greatest assets, a unique museum that not only attracts visitors into Bromsgrove, but also provides facilities and services for the local community. In particular the Gueston Hall, which can accommodate up to 200, is used as a performance venue by the Bromsgrove Festival, and by other organisations for meetings and events. The Museum also has an upstairs room (inaccessible for wheelchair users) for meetings and talks and offers pleasant outdoor areas which can be used for events.

Avoncroft is an independent charitable trust, which relies on income from its 40,000 visitors annually and other funding in order to survive.

4.7.2 The Jinney Ring Craft Centre

Based just outside the District, the Jinney Ring is a privately run centre which provides a base for around 14 small crafts businesses, which are able to produce and sell work at the Centre, and a crafts retailing centre. In addition it provides an extensive annual programme of around 80 to 100 workshops and classes, all of which are self-financing. The Centre is an important base and sales outlet for craftspeople in the area and a valuable provider of classes.

4.7.3 Youth Centres

The Ryland Centre in Bromsgrove provides opportunities for young people to experience the arts and has worked in partnership with the District Council and with other arts organisations to develop arts projects, including a youth theatre performance as part of the Bromsgrove Festival fringe a few years ago. The Centre works with the District Arts Officer and is keen to develop new arts programmes.

Rubery and Youth Centre also has a track record of involvement in the arts and until fairly recently had its own dedicated music recording studio. But the Centre has an ongoing commitment to arts for young people and is exploring a number of new arts initiatives.

Some arts activities have taken place at other youth centres, including Catshill and the Council through its Arts Officer has worked successfully in partnership with the Youth Service in the past. There is clearly considerable scope for future joint working.

4.8 Facilities for the Arts

The District has few dedicated or specialist arts facilities and most spaces used for the arts are either multi-purposes or community facilities. The exceptions are the Artrix, the district's new performing Arts Centre, Waseley Hills High School, which has a new purpose-built drama studio and other arts facilities, and Avoncroft Arts Centre, which has a pottery, art rooms and hall with theatre lighting.

South Bromsgrove High School has a dance studio. The music block at Hagley R.C. School is also an excellent facility, but its suitability for public performances is limited by the lack of support facilities (e.g. toilets) within the block itself, though it

has been used for some participatory arts activities out of school hours. Haybridge High School has a new drama studio and may be suitable for public performances.

There are specialist facilities at Bromsgrove School, but the drama studio is inaccessible to wheelchair users and not suitable for public performances being on the first floor, and the art block is used extensively for academic purposes.

The Spadesbourne Suite continues to be used for some arts related events in particular for dance classes and workshops. No major improvements have been made to the Hall in recent years due to the Council's ambition to develop the New Arts Centre.

The Gueston Hall at Avoncroft Museum is also a valuable flexible space that is used by Bromsgrove Concerts and Bromsgrove Festival for music events and has been used for youth drama. The Hall of North Bromsgrove High School is also used by local societies, as is the chapel at Bromsgrove School and local churches.

There are hardly any dedicated facilities for visual arts and crafts exhibition. There is a small room at Wythall Library and Bromsgrove Library can accommodate small exhibitions on display boards in the main library area. The hall at Avoncroft Arts Centre is also used. However, most local groups tend to use churches, school halls and other community facilities to exhibit work. These spaces lack special lighting and display arrangements and are therefore far from ideal, the facilities at Artrix may over a period of time present a more viable and suitable option to the existing facilities.

While many arts activities, particularly participatory activities such as drama and certain types of music can take place very effectively in multi-use halls, there has been, prior to the provision of the Artrix, a lack of dedicated, properly equipped spaces for live performances (excepting the Waseley Hills School facility) and for exhibitions. There are also few facilities available to the community for other types of arts activity, sound recording, visual arts and crafts and film and video for example. Certainly one of the main areas of demand from the voluntary sector is for affordable rehearsal and workshop spaces.

The District has benefited from the new multiplex cinema at Rubery, based just outside the District, and for those with access to transport, this has made mainstream film more accessible. This provision will be supplemented by the film programme to

be provided at the Artrix, It is also arguable that with access to the film programme at mac (Midlands Arts Centre based at Cannon Hill Park), Bromsgrove residents seeking specialist film have reasonable access to provision.

5. REVIEW OF ARTS DEVELOPMENT

5.1 Overview

A schedule of actions and achievements against the aims and objectives of the previous arts strategy is attached in the appendices to this report. This will be assessed in detail below. The issue of continuity (for reasons explained earlier) is of critical significance and underlies all of the work undertaken by the Council in recent years up to 2002 prior to the appointment of the current Arts Development Officer. While it will be seen from the following assessment that a wide range of arts development work has occurred and a variety of target groups engaged, some of the work has suffered from poor follow-up and consistency.

5.2 Assessment of Arts Development Achievements

The Council made an impressive start on its programme of arts development in 1994, appointing an Arts Development Officer, establishing an arts budget, and developing a working partnership with West Midlands Arts which was to deliver new resources into the District (R18 & see section 3 above). It has since placed responsibility for the arts within Leisure Services to consolidate its structural arrangements. (Recommendations 1 to 3)

It has not yet however, managed to bring to fruition some of the recommendations with regard to arts facilities, including improvements to the Spadesbourne Suite (R4) and its charging policy (R5), or by developing a strategic approach to arts facilities throughout the District (R6 & R7).

Work on the creation of an arts centre has been through many stages and the partnership with NEW College will see the Artrix open in Spring 2005.. This has been a Council objective (R8), and the Council is aware from previous work undertaken that a new arts centre under independent management could require annual revenue support £120,000 per annum and this has been addressed in the setting up and acceptance of the scheme.

Some work has been carried out on arts and tourism and linking arts programme with economic development, particularly in Bromsgrove Town centre (R9), but there has

been limited success in developing the programme of professional arts available to residents within the District (R13).

Perhaps the greatest area of success has been in developing participatory projects in the community, (e.g. through community plays and bands R11), with young people (with youth centres and schools R12) and with priority target groups (e.g. elderly people and people with special needs R10). However the work has been somewhat ad hoc and continuity has not been maintained. Neither has it always been delivered through strategic partnerships or across the District as a whole, up until the appointment of the current Arts Development Officer.

No consistent action has been taken to promote and develop the Bromsgrove Guild (R14) but a study is currently being carried out into the Bromsgrove Museum and it is anticipated that this matter will now be addressed through that process.

The Council adopted a per cent for art policy and prepared plans for public art projects (R15), however, this work stalled and is now being re-considered with a view to reactivating the programme.

In general the voluntary sector feels that its relationship with the Council has been slowly improved (R16) and that it has seen some benefits from the arts development work of the Council: The relationship with Bromsgrove Arts Association (R19) remains cordial but may not be as close as it could be. In our view the arrangements for working with the voluntary sector should be reviewed to reflect a broader range of arts and community views. This needs further consideration.

The partnership with schools has seen some inconsistency yet, until recently with the agreement reached with Waseley Hills High School, there have been no particular measures to maximise use of schools for community benefit in the arts (R17), though some discussions have taken place with schools on opening up school facilities to the community. Schools can be valuable community facilities and we would urge a flexible approach to arts use of schools which reflects the Council's approach to sports facilities, where school-based facilities are viewed as essential for wider arts development.

As mentioned earlier in this report, partnerships have been developed with several external arts agencies (R20), though not always formalised. New moves are required to build on past achievements in this area.

The Council adopted and implemented the arts strategy (R21) but has not developed a system of performance measurement or grant aid criteria (R22). Both recommendations remain valid. It implemented the zero-based approach to budgeting in 1994/5 as recommended (R23) and has built capital funds for the arts into its capital programme planning (R24). It has not explored the possibility of setting up an arts foundation and we believe that this recommendation (R25) should not be pursued further in the light of developments in arts funding in recent years.

5.3 Summary of Achievements in the Arts

There is a general feeling that the Council's programme of arts development up until 2002 had under-achieved and to some extent this was true, due to the particular difficulties that have been explained. In particular, the decision to make the Arts Development Officer post part-time during this period undoubtedly impacted on the level and range of work undertaken in the past. Other factors have resulted in lack of continuity and poor follow-up.

It was also evident that there has been insufficient promotion of the successful work that has been undertaken during this period and that there is in some quarters a lack of appreciation of the successes of the programme. The work undertaken in Alvechurch for instance has been most effective and has not only provided major projects but has also established mechanisms to ensure continuity. As a result various initiatives, such as Optical Orange Youth Theatre, the Alvechurch Alight Festival and Samba Band continue to operate without direct Council financial involvement. In Bromsgrove the pattern of work established has also continued.

The Council, through its arts programme, has also established effective working partnerships with Arts Council of England, with a variety of community, youth and educational organisations, with specialist arts agencies based in the County and with other agencies, including Age Concern and the Health Promotion service. It has also introduced the arts into its leisure programmes for young people.

Compared with 1993, therefore, the Council has widened access to the arts and engaged many young people and several communities with participatory arts programmes. It has attracted new funding in to the District and consolidated the arts development function within the Council.

Possibly the greatest disappointment is the limited progress in improving facilities for the arts and making facilities more available to the community, and work continues to address this issue. There has also been limited attention to strengthening links with the amateur arts sector and the provision of support services

5.4 Moving Forward

To summarise, much has been achieved, but more could have been done if there had been greater consistency and a more strategic focus. However, a bedrock of work has been established and a foundation now exists in which to take arts development forward. Strengthening partnerships, at community, local, county and regional levels, in order to maximise the financial and other benefits to the District, will be a key requirement of future arts development.

The Council will not be able with its limited resources for the arts to deliver all of the District's arts needs through hands-on programmes. It must, therefore adopt a more strategic approach that utilises the expertise and resources of other agencies more effectively. This suggests a shift towards working with partner agencies, with schools and other community organisations, with the voluntary arts sector and with Parish Councils, to provide the specialist expertise and advice so that new initiatives can be implemented at local level by local agencies.

Unlike sports provision, the arts do not have an infrastructure of facilities to provide a focus for work at local level. This lack of tangible arts spaces used by the community makes achieving continuity more difficult. Existing facilities (schools in particular) will therefore have to be made more use of for arts activities aimed at the wider community at local level. This may not be straightforward for reasons described earlier and will be dependent on the co-operation of the schools themselves and partnership working between the District and County Councils.

The Council's limited financial resources for the arts may also have to be used more strategically, to match and lever other funding and new non-arts funding streams will have to be accessed.

5.5 SWOT Analysis

<p>Strengths in arts provision</p> <ul style="list-style-type: none"> • Continuing Council support for the arts • Record of arts development in community arts provision • Arts in schools • Active and strong voluntary arts sector • Bromsgrove Concerts • Bromsgrove Festival • Links with key arts agencies • County Council support for the arts • Relationship with ACEWM • NEW College arts provision • Developing arts facilities in schools • Links with sports development in working with young people • Continuing community arts groups e.g. samba bands, Light Spirit Drama Group • Access to quality arts provision close to the District • Establishment of children/youth groups • Public Art projects delivered • Building of Arts Centre 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Past weak continuity in arts development • Limited amount of visual arts activity • Narrowness of professional arts provision • Spadesbourne Suite shortcomings • Few resident arts professionals undertaking arts development work • Lack of professional performances and exhibitions (other than classical music) • No cinema or film in the District • Future long term uncertainty of some key arts organisations • Lack of arts provision & development in some areas
<p>Opportunities</p> <ul style="list-style-type: none"> • NEW College developments • Arts venue development in Bromsgrove • New arts facilities in schools • ACEWM funding • Youth Service interest • County Arts funding • Museum review • Creation of a new arts forum <p>New impetus from arts strategy</p>	<p>Threats</p> <ul style="list-style-type: none"> • Pressures on Council budgets • Insufficient revenue funding for arts • Ineffective working across sector in the District

6. AN ARTS STRATEGY FOR BROMSGROVE DISTRICT

6.1 Introduction

The arts strategy will provide a framework for arts development in the District for the next five years and identify the implementation and resource implications. It will take into account the particular circumstances of the District, which are:

- Largely rural with areas to the north which have urban characteristics and relate to Birmingham for services
- Variety of communities with differing levels of need, including some disadvantaged communities
- Access to excellent arts provision outside the District for those with access to transport
- Good transport links
- Established network of local arts groups
- Large number of visitors consisting mainly of day visitors attracted to the countryside and country parks and business visitors
- Strong tradition of arts and heritage
- Lack of dedicated arts facilities.

The main focus of the arts strategy will be on arts provision for the people of Bromsgrove, with a particular emphasis on young people.

The strategy will also take into account the strategic priorities of the Council and its partner agencies, including Arts Council of England, Worcestershire County Council, Community Safety Partnership and the DCMS. It will address the Government's agenda in terms of cross-cutting issues, such as social inclusion, community development, health, regeneration and neighbourhood renewal.

6.2 Key Issues

The process of research and consultation has identified a number of key issues to be addressed. These are considered below.

Key Issue 1 Young People and the Arts

The District's young people of school age are heavily involved in the arts, but the majority of this involvement takes place within the school day or in schools as part of extra-curricular activities. Some arts activity takes place within the Youth Service and via the very few youth arts groups, but it was generally historically not well resourced. Opportunities to take part in music, media and video, drama, writing, and the visual arts outside of school hours are, therefore, are limited.

Our research has demonstrated willingness among educationalists, youth workers, the County and District Councils and other agencies to address the issue of arts provision for young people and an enthusiasm from young people for arts opportunities. The provision of opportunities for young people to participate in and experience the arts should therefore be a major strand of this strategy. Mechanisms should be put in place that will enable the relevant agencies to work closely together in addressing the needs of young people.

The Council's sports development work has prioritised young people and has focused almost entirely on this sector of the community. While such a narrow focus would not, in our view be appropriate for the arts, opportunities to develop participatory arts programmes for young people alongside sports development programmes should be maximised, including work at sports centres where facilities are adequate.

Key Issue 2 Arts in the Community

The characteristics and geography of Bromsgrove District demand that the strategy addresses needs across the whole District and arts needs at community and neighbourhood level. Certain parts of the District, Wythall and Hagley for example, have received limited benefits from the Council's past arts development work and a more strategic approach is required to ensure better spread of provision.

The Council must ensure that all of its population is given opportunities to participate in and experience the arts, including families, people with disabilities, young and older people, people from ethnic minority cultures and those who are economically disadvantaged.

The District's rural villages and its urban neighbourhoods have, in many ways, similar needs, which include access to opportunities to participate in the arts and to experience quality arts in their communities.

Parish Council responses to our survey indicated a keenness for the District Council to support the arts through touring performances (89% of respondents supported this suggestion), touring exhibitions (78%), arts sessions (67%) and arts for young people (89%).

There is an opportunity for the Council to build on the successful community arts work it has undertaken by identifying ways in which it can meet the needs of these communities. This will involve working in partnership with Parish Councils, the County Council and other agencies and community organisations to provide opportunities at local level. The Council will never meet all of the district's arts needs through direct provision and local partnerships will be essential to the successful delivery of opportunities.

The Council might encourage communities to play a more active role in providing arts opportunities by supporting live professional performances and film showings in community venues and providing access to some partnership funding for the development of participatory arts activities. A countywide touring scheme is being organised by the county's local authorities in the County and a pilot scheme is already underway in Wychavon.

It should also support and work with local communities to include the arts in community celebrations and develop programmes which address local community needs, including, for example, environmental enhancements schemes, opportunities for young people and children and programmes which address health and well-being and training and capacity building within communities.

Key Issue 3 Facilities for the Arts

The issue of facilities for the arts came up repeatedly in our research and consultation. In Bromsgrove the need for a venue for live performances, exhibitions, workshop and classes and other participatory activities remains as strong as ever, with 59% of local arts groups stating that they needed improved facilities and resources. 44% of schools had no dedicated arts facilities and only 2 of the schools stated that their facilities were used by the community for arts activities.

The Disability Discrimination act places an obligation on all public venues to ensure equality of access to events and activities and all venues will need to address this.

The Spadesbourne Suite is currently the only space operated by the Council that is used for live performances. The venue lacks technical equipment that makes it difficult and expensive for local groups to use. However the opening of the Artrix in the Spring of 2005 will go a long way towards addressing some of these issues

Despite the lack of dedicated arts facilities in some areas, there are buildings, including schools, which have some facilities and could be used more for the arts if mechanisms existed for delivering arts programmes. The District's sports centre do not, at present have dedicated arts facilities, but with the increasing integration of arts and sport projects, usually based at sports centres, attention may need to be paid to the needs of the arts in future capital schemes at sports centres. The main needs are:

- improved facilities for exhibitions
- better class and workshop spaces and meeting rooms (at affordable rates)
- better use of facilities at local level

Key Issue 4 The Visual Arts and Crafts

The arts development work of the District Council has, in the past, focused strongly on the performing arts and there has been limited success in taking forward visual arts projects, public art schemes in particular. This is now changing with a greater emphasis on the visual arts and crafts.

Public Art was very successfully incorporated into the Royal Hunters Walk and other sites have been identified. What is now required is a renewed approach to public art to ensure that it remains on the planning agenda and that adequate specialist expertise and advice is provided when required in considering development proposals so that public art can be included within new schemes. Additional expertise and support may be required in project co-ordination and management of major schemes, so that projects do not restrict the ability of core staff to undertake other strategic work. This should be included in public art project budgets when needed. (for example, Stratford on Avon District Council has adopted this approach).

There is also a need to develop a programme of exhibitions in the District, including possible touring exhibitions to education and community venues, and to initiate more participatory visual arts projects at community level. These might form part of regeneration schemes and other community initiatives and engage local people in the creation of art works.

Key Issue 5 Co-ordination, Support and Information

Bromsgrove Arts Association is a forum that brings together the District's amateur arts groups in order to improve co-ordination and joint working in the arts. The Arts Association plays a valuable role, but it only represents part of the arts sector in the District. For example, groups established out of the Council's arts development work do not appear to be members of the Association.

If the wider arts constituency is to be more actively involved in arts development means must be found to engage the sector more fully with the Council and its work in the arts. A new arts forum, to complement the work of Bromsgrove Arts Association, could extend the opportunities for involvement with the Council and encourage a wider range of arts, youth and community groups to play a part in the development of the arts in the District.

The forum could play a role in co-ordinating arts initiatives and, like the District sports forum, it could provide a vehicle for channelling funding for the voluntary sector. Other functions could include: working with the Council to develop particular aspects of the arts, visual arts exhibitions for instance; working with the Council to increase funding for the arts in the District; supporting the Council in developing new information and other services; improving co-ordination in the arts; and developing

arts events which would bring the local arts sector together, such as an annual arts fair.

Our research also indicates a need for the Council to support the arts through the provision of information and advisory services, maintaining an arts database for instance. If this was developed as an on-line service, linked to the Council's existing website, and developed as an interactive service, with shared areas to other leisure amenities and links to other arts sites, it could provide the district's arts and educational sectors with a valuable resource. Other needs include assisting local arts groups with marketing and promotion through integrated promotional systems and better publicity sites available to local arts groups, and town centre ticket sales services.

Key Issue 6 Professional Arts Provision

The District has two organisations which regularly present professional work, Bromsgrove Concerts and the Bromsgrove Festival, both of which provide programmes largely consisting of music of high quality, with a strong emphasis on classical music. There is almost no professional drama, dance, jazz or contemporary music available in the District. Nor are there any professional exhibitions on a regular basis.

While there is excellent professional arts provision within easy travelling distance of the District, there is a case to be made for the Council supporting certain types of professional arts provision. In particular it needs to ensure that it does not jeopardise external funding by failing to financially support work in the District. There is also a case for supporting work to be presented locally so that local residents do not always need to travel out of the District.

It is anticipated that the Artrix, will present a programme of professional performances and address some of the gaps in provision identified above. The programme planning for the Artrix needs to take into account the need to develop audiences and a programme of professional toured-in work will assist with that aim.

Professional arts provision in the District should focus on work that addresses contemporary issues and reflects the cultural diversity of the country. It should provide local audiences, and young people especially, with a chance to experience

high quality arts in their own communities and with opportunities to learn about contemporary arts practices through workshops, classes and other educational opportunities.

Key Issue 7 Partnership Working

A considerable amount of support for the arts in Bromsgrove is provided by Arts Council of England (through direct funding) and by Worcestershire County Council, through its support for arts and arts education projects and both bodies are key partners in arts development. Other partnerships have been developed with the Youth Service, with arts agencies and with the local arts sector.

The Council has also developed other partnerships with schools and the education sector

The Council will need to strengthen and extend its partnerships if it is to achieve its ambitions in the arts. In particular the education sector has the potential to play an increasingly important part in the arts through the provision of facilities at local level . Particularly in the case of NEW College, who are developing new arts and media facilities which will increase opportunities for the local community to participate in the arts in partnership with the Council.

The National Lottery offers other possible partnerships, making further use of it's funds to support further after school hours programmes for example (as has already been done through the Active Learning Centre programme which secured £67,000 from NOF for activities with young people who had not had previous experience of out of school arts and sport).

This strategy places great emphasis on partnership, both at regional, district and community level.

Key Issue 8 Cross-cutting Issues

The Government has indicated that it wishes to see local authorities and other public sector agencies working to address cross-cutting issues, including lifelong learning, social inclusion, health, community development, community safety, and regeneration. While the arts cannot, and should not by themselves, be expected to

resolve deeper social and economic problems, they can play a meaningful part in contributing to other policy objectives.

For instance, arts projects that engage local communities can contribute to strengthening local social cohesion and raising confidence and pride in communities. They can bring people together in common enterprises that help to consolidate communities, celebrate distinctiveness and support capacity building. They can support personal development, assist skills development and offer individual new career pathways. They can combat social exclusion and contribute to personal well-being.

A key strand of this strategy will, therefore, be integrating arts projects and activities within other social, environmental, community, economic, regeneration and health related programmes.

Key Issue 9 Working Strategically in the Arts

The Council's work in arts development since its inception has focused strongly on the direct provision of opportunities to participate in the arts. It has often been a hands-on role. Strategic partnerships have been developed (with ACEWM for example), but there had been less emphasis by the Arts Development service on building opportunities for the arts into other programmes and initiatives and working to promote and advance the arts through strategic measures.

For example, the Per Cent for Art policy was a strategic initiative, but failed to generate any developments in public art, possibly partly due to lack of follow-through and joint working with, and support of, Planning officers.

A key function of the Arts Development Officer must be to play a policy advisory role within the authority and to ensure that the arts development work is fully explained and promoted within the Council and to the wider public. The Officer must also ensure that there is sufficient time devoted to working strategically with the County Council and other agencies in developing arts programmes which address cross-cutting agendas.

The challenge for the Council is to maintain and develop an active programme of arts development while also developing new ideas and constructing new strategic partnerships that will deliver a wider variety of opportunities.

This will only be possible if there is a full-time specialist arts officer with access to support from other departments and services so that the Council can continue to deliver the range of arts provision and services it currently offers and develop its role further. For example, the Council has technical and marketing expertise and other expertise within Leisure Services that can support its work in arts development. With a single arts officer accessing other support will continue to be essential.

Key Issue 10 Funding the Arts

The Council's revenue budgets are under pressure and it must balance its financial commitment to leisure and arts provision against other social and policy needs. It therefore needs to maximise the benefits from its investment in the arts and to attract as much external funding support as possible. There are sources of funding which are not allocated specifically for the arts, but which can be used to support arts programme contributing to other policy objectives. For example, public art works can be funded through environmental and regeneration schemes, arts and health projects through health promotion and other health related funding.

Providing the arts sector and the Council together can develop imaginative ideas for arts programmes and apply the resources necessary to develop the ideas, there is no reason why it could not secure significant amounts of external funding towards its programme of arts development. However, the issue of revenue funding for any new Arts Centre will need to be given careful consideration.

6.3 Aims and Objectives

6.3.1 Strategic Aims

The Arts Strategy has three aims:

- To support and provide increased opportunities for people of all ages to participate in and experience the arts.

- To support arts provision of high quality for the residents of the District which reflects the cultural and creative diversity of the contemporary arts in Britain
- To work in partnership with other agencies in maximising resources for the arts and integrating the arts into other social, economic, learning and environmental programmes.

The strategic objectives for the arts will embrace the Council's Leisure aims and these will form underlying themes for the strategy. The Council will:

1. Work to increase participation in the arts
2. Provide and support arts services in a co-ordinated, cost-effective and responsive way
3. Work to deliver equality of access to arts facilities and services
4. Work in partnership with a variety of other agencies
5. Promote the work of the Council in the arts to the local population.

6.3.2 Strategic Objectives

The Arts Strategy has ten strategic priorities, which are to:

1. Increase opportunities for young people to experience and participate in the arts
2. Support rural and community arts development
3. Develop new facilities for the arts and increase the use of existing facilities for the arts by the community
4. Extend and strengthen visual arts and crafts provision
5. Improve co-ordination, support and information in the arts
6. Expand the range of professional arts available in the District
7. Strengthen and extend partnership working in order to develop provision and increase resources for the arts.
8. Address cross-cutting issues through arts programmes
9. Work strategically to develop the arts
10. Increase funding from external and non-arts sources for the arts.

The following tables set out the key tasks to be undertaken to achieve the objectives and identify the priority of each (short term 1-2 yrs, medium 2-4 yrs or long 4-5 yrs) and resource implications. Whilst the objectives will only be achieved if a variety of agencies work together and contribute, they depend heavily on the District Council's

role in providing leadership and co-ordination, and on it's success in attracting a wider range of funding sources for the arts.

They will only be fully achievable with a full-time Arts Development Officer.

<i>Objective 1. To increase opportunities for young people to experience and participate in the arts.</i>		
Key Tasks	Priority	Resources/Partners
1. Work with schools to improve and extend opportunities for young people to participate in the arts inside and outside of school hours	Short to medium	LEA funding, schools facilities, County Council
2. Work with the Youth Service to increase arts opportunities for young people in youth settings	Short	Maximise use of existing Youth Service resources and identify new funding streams
3. Develop arts programmes for young people alongside sports programmes in the District	Short	Include within existing programmes
4. Set up multi-agency Youth Arts Working Group to develop youth arts provision	Short	County Arts, Education & Youth Services, schools, arts sector, BDC, NEW College
5. Work with existing arts organisations to increase opportunities for participation by young people	Short/med	Voluntary arts organisations

<i>Objective 2. Support for arts in the community</i>		
Key Tasks	Priority	Resources/Partners
1. Work with the County and other local authorities to develop touring programme serving rural and community venues	Medium	County application to ACEWM funding with other local authorities.
2. Work with Parish Councils and community groups in developing participatory arts projects	Medium/Long	Existing resources and identify new funding streams including Parish Council funds
3. Provide advice and guidance to rural and community groups and support them in developing arts programmes	Short to medium	ADO time Variety of external funding sources

Objective 3 To develop new facilities for the arts and increase the use of existing facilities for the arts by the community.

Key Tasks	Priority	Resources/Partners
1. Work with the Arts Centre Trust to ensure the success of the Artrix,	High	Major revenue funding, NEW College, ACEWM, local arts groups
2. Work with schools to increase arts usage by community groups and for community arts activities	Medium	New programme funding for arts activities and events. WCC, schools
3. Review access requirements at venues operated or used by the Council	Short	Cost of review & necessary capital works

Objective 4 To extend and strengthen visual arts and crafts provision.

Key Tasks	Priority	Resources/Partners
1. Revive and reinvigorate per cent for arts policy so as to encourage developers to include public art in capital schemes	Medium	ADO time, Planning Dept, developers
2. Revive planned public art programme, making use of external specialist advice and support to deliver projects	Short/med	ADO time & external & programme project funding; some BDC Planning funding allocated.
3. Explore ways of presenting exhibitions in the District, including using schools, commercial properties and existing venues such as Avoncroft Museum, including working with exhibition providers e.g. IKON Touring & Craftspace	Medium/ long	ADO time & arts development budget plus possible ACEWM support
4. Work with community organisations to develop visual arts and crafts programmes	Short/med	ADO time & existing budgets, local groups

Objective 5 Improve co-ordination, support and information in the arts.		
Key Tasks	Priority	Resources/Partners
1. Create new District Arts Forum to engage a wider cross-section of organisations and individuals	Short	ADO time
2. Explore potential for creating ticket sales facility in partnership with Artrix/TIC	Medium/long	Cost of review & necessary capital works
3. Work with local arts sector to review promotional and information materials, including What's On & Artsmail with view to more co-ordinated joint approach	Short/med	Existing resources
4. Create comprehensive District arts database	Short/med	ADO/staff time
5. Promote the arts and the work of the Council by effective dissemination and promotion of arts development work	Ongoing	ADO/staff time
6. Review Council arrangements for distributing grant aid to the voluntary sector, including developing criteria and guidelines for arts grants	Short	ADO/staff time

Objective 6 Expand the range of professional arts available in the District		
Key Tasks	Priority	Resources/Partners
1. Review Council's support for professional arts	Short	ADO time/arts budget
2. Explore potential for supporting professional performances for the community in partnership with schools and with WCC as part of touring scheme	Medium	Arts centre Trust, Bromsgrove Festival & Bromsgrove Concerts ACEWM funding, BDC arts budget; schools & other community venues,
3. Explore ways of developing exhibitions programme (see Obj. 4 above)	Short/med	

Objective 7 Strengthen and extend partnership working in order to develop provision and increase resources for the arts.

Key Tasks	Priority	Resources/Partners
1. Maintain and develop existing partnerships	Short/ongoing	ADO time; ACEWM, WCC, Education & community sectors (inc. NEW College), Health sector, Youth Service, Parish Councils etc.
2. Work with local arts, education, community and youth agencies through Youth Arts Working Group and Arts Forum	Short/Med	ADO time; variety of community organisations
3. Develop new partnerships, where possible with the private sector	Med/Long	ADO time

Objective 8 Address cross-cutting issues through arts programmes

Key Tasks	Priority	Resources/Partners
1. Develop links between arts development and other policy areas, including community safety, health, environment and education and learning	Medium	ADO time, WCC, Education & community groups, Health sector, Adult Education, Youth Service etc.
2. Develop arts programmes as part of other programmes, including environmental enhancement, and economic and community regeneration		ADO time; variety of community & statutory organisations, private sector

Objective 9. Work strategically to develop the arts

Key Tasks	Priority	Resources/Partners
1. Council to ensure that the arts are fully integrated into other Council policy areas and opportunities for including the arts within other programmes (e.g. sport/leisure, tourism, regeneration, countryside, and planning) are developed	Short/ ongoing	ADO time working with other departments of the Council
2. District Arts Officer to play a key policy role in advising other departments of the Council	Short/ ongoing	ADO time
3. Develop strategic partnerships with range of external agencies	Short/ ongoing	ADO time; variety of external agencies

Objective 10. Increase funding from external and non-arts sources for the arts.

Key Tasks	Priority	Resources/Partners
1. Develop planned programmes of work which can attract external funding e.g. after school hours arts clubs, exhibitions, rural arts scheme	Short/med	ADO time; ACEWM, WCC, Education & community groups, other partner agencies
2. Identify range of potential funding sources	Short/Med	ADO time/WMA
3. Work with local arts sector & community to increase external funding for the sector	Medium	ADO time, local agencies 7 groups
4. Ensure that the arts are included in other programmes (see Obj. 9 above)	Short/med	ADO time

6.4 Priorities for Action

The ten objectives identified in Section 6.3 above provide a planning framework for action over the next five years. They are dependent on securing resources and maximising the use of existing resources, including staff time. Any plan of action must be capable of responding to changes in the external environment and the need to revise priorities from time to time.

To assist the process of implementation, we have prioritised the ten objectives in two categories. Priority A objectives should be given the highest priority. While Priority B objectives are also important for arts development, they are somewhat dependent on the success in achieving Priority A objectives and more dependent on new revenue resources.

Priority A Objectives

Objective 1 - Increase opportunities for young people to experience and participate in the arts

Objective 2 - Support arts in the community

Objective 3 - Develop new facilities for the arts and increase the use of existing facilities for the arts by the community

Objective 8 - Address cross-cutting issues through arts programmes

Objective 9 - Work strategically to develop the arts

Objective 7 - Strengthen and extend partnership working in order to develop provision and increase resources for the arts

Objective 10 - Increase funding from external and non-arts sources for the arts

Priority B Objectives

Objective 4 - Extend and strengthen visual arts and crafts provision

Objective 5 - Improve co-ordination, support and information in the arts

Objective 6 - Expand the range of professional arts available in the District

6.5 Finance and Funding

6.5.1 Arts Funding

Arts Council of England provides funding through the Regional Partnership towards the Council's programme of arts development, but also has other project funds which might be accessed. In particular the grants scheme operated by Arts Council of England could provide funding towards specific elements of its arts programme, possibly linked to young people and arts in education.

There is an assortment of trusts and foundations that support the arts, including the The Elmley small Arts Grant Trust, the Hamlyn Foundation and Esme Fairburn Trust. These are all potential funding sources.

6.5.2 County Funding

The County Council is already a funder of a variety of arts programmes and projects of direct relevance to the District and is keen to develop its funding partnership with the District Council.

6.5.3 Lottery Funding

The Council has already been successful in securing Lottery funding, from the New Opportunities Fund for instance, and Arts Lottery funding has been attracted in to the District by Bromsgrove Concerts.

In addition to the Arts Lottery other funding is available for community groups from programmes such as 'Awards for All', which have provided up to £5,000 per project, through the New Opportunities Programme, including funding for after school hours activities, open spaces and environmental schemes and healthy living centres, all of which might include arts projects.

6.5.4 European Funds

All of Worcestershire is eligible for the LEADER II programme, which aims to support experimental, integrated local area based strategies which will encourage the development and testing of new approaches to rural development. LEADER can provide support for community-based initiatives that are community inspired and led and the programme has, in the past, been used to support local arts projects throughout the UK.⁵

These have included capital schemes to improve community facilities and equip them for arts and entertainment usage, crafts retailing and training projects, small arts and crafts business support, and local arts festivals and events.

The whole County is also eligible for the EU URBAN II programme, which promotes innovative strategies for sustainable economic and social regeneration of small and medium-sized towns or distressed neighbourhoods.

European Social Fund Objective 3 - the Fund aims to help create and protect jobs through support for human resources development within the labour market. This includes helping young people at risk and supporting training, education and learning programmes. Previous programmes in the UK have supported arts and creative industries programmes.

6.6 Implementation and Structural Arrangements

The Council has placed the responsibility of the arts within its Leisure Services Department.

The Council's role in the arts should be much wider than the direct provision of services and its target audience must also be much wider than just young people. As outlined above, there is a strategic role within the Council and outside of it, there is a support role and there is an important function in working with a variety of other local organisations and external agencies.

The Council must ensure that the Arts Development Officer has a corporate role and is able to operate at the strategic level cross-departmentally and externally. The arts development function should not be exclusively concerned with service delivery.

⁵ *Worcestershire Economic Assessment, 2000-2001*, (Worcestershire County Council and Chamber of Commerce).

Whilst it was recognised that It was essential for the post of Arts Development Officer to be reinstated as a full-time post everyone must be aware of the support required from other departments, and from within Leisure Services, to ensure that the demands of his operational role do not inhibit him from having time for strategic work.

We have already made recommendations on the setting up of liaison groups for the arts in order to strengthen partnership with the voluntary arts sector and youth arts sector. We would recommend that both these forums be involved in the delivery and monitoring of the arts strategy.

6.7 Ensuring Best Value: Monitoring and Evaluation

6.7.1 Evaluation Overview

The monitoring and evaluation of arts projects has proved problematic and a number of pilot projects and studies have been undertaken in an attempt to identify common indicators which might be used in assessing the effectiveness of arts programmes. In major arts venues this is less of a problem, since numbers of attendances, ticket yields capacity of sales achieved and other quantitative measures can be adopted.

However, assessing the effectiveness of arts development programmes is much more complex. First there is the issues of quantity versus quality: is an intensive week long project with 20 young people more effective than a one-day mass session with 300, even though the cost per head may be significantly higher? How can one assess the longer term community benefits of a community play which may lead to that community working together more effectively in the future. What is the impact of a piece of public art and how might it be measured?

While most arts programmes may be measured quantitatively, in terms of numbers of participants for example, this will only be a partial guide to their success and all evaluation and measurement systems will require qualitative measures too. This implies the resources will have to be applied not only to the project but also to the process of evaluating it, since it is likely to require time and specialist expertise in

evaluation. Methods traditionally used to gather qualitative feedback include focus group sessions, interviews, discussions and action research.

Some work has been undertaken into the development of a methodology by Comedia, an arts consultancy (funded by the Carnegie.UK Trust) and is widely referred to. Comedia identifies five stages of evaluation:

- Planning - ensuring the projects aims are clear and the mode of assessment to be employed is understood by everyone
- Indicators - agreeing indicators which demonstrate that the aims and objectives of the project have been met
- Execution - carrying out the evaluation
- Assessment - assessing the success in meeting the aims and objective, based on the indicators
- Reporting - discussing the assessments and agreeing any improvements for the future.

The framework is helpful, but the issue of which indicators to use remains. These can only really be determined in relation to each project, since every project is likely to be very different.

6.7.2 Evaluating the Arts Strategy

The success of the arts strategy can only be fully evaluated if there is some evaluation of the work that is carried out as part of the implementation of the strategy. It is of course possible to assess whether specific actions, such as the creation of an arts forum, or development of an arts facility, has been achieved. But other objectives may be more difficult to assess.

The arts strategy should be subject to regular monitoring and evaluation and should be reviewed at periodic intervals, at least every three years, but also when major structural or external changes impact upon it significantly.

We would suggest that project evaluation is carried out through a number of means:

Project Evaluation and Monitoring

- *Evaluation method and indicators to be built into all projects from the outset*
- *Qualitative analysis of selected projects through sampling approach*
- *Participants invited to comment on success of project through appropriate feedback mechanism*
- *attendance by officers and members at funded arts activities & events*
- *production of final project reports with attendance/participation numbers and financial summary - to include self-assessment and officer assessment*
- *consistent and systematic collection of attendance information*
- *building reporting requirements into all annual and project grants*
- *collation of press reports on all arts projects & activities*
- *annual analysis and summarising of activity levels, attendances and financial information*
- *annual reports to Committee summarising achievements and progress*
- *consistent recording of financial and other information to enable benchmarking with other local authorities and provide a consistent basis for analysing trends*

6.7.3 Performance Indicators

We would suggest the following indicators to be applied to the Council's arts development programme on an annual basis:

Quantitative Indicators

- Total number of annual participants and attendances
- Number of projects successfully completed
- Number of arts events (e.g. performances or exhibitions)
- Number of communities serviced
- Cost of annual programme
- Amount of external funding secured

⁶ *The Social Impact of Arts Programmes, Comedia (Stroud, 1996)*

Qualitative Indicators

- Range of participants (e.g. young or older people)
- Quality of artistic products produced
- Geographic spread
- Balance of programme between art forms
- New partnerships established
- Social and community impact of projects (e.g. follow-up initiatives, new networks, changes in local community etc.)
- Impact of projects on individual participants
- Contribution to corporate aims and objectives
- Impact on relationship between Council and the community

Appendix I

List of People Consulted

External Organisations & Education Sector

Rose Beeston, Dancefest
Steve Belinfante, Inspector for the Arts, Worcestershire County
Steve Boffy, County Arts Officer
Neil Bromley, Principal, New College
Sara Bussey, Marketing Officer, Bromsgrove School
Kim Caves, Youth Worker, Worcestershire County Council
Bill Chambers, Avoncroft Arts Society
Ian Cox, Bromsgrove Arts Association / Bromsgrove Operatic Society
Liz Davies, Arts Education Development Co-ordinator, Worcestershire County Council
Stuart Davison, Museum Consultant
Alistair Deighton, Avoncroft Arts Society
John Denton, Director, Worcester Arts Workshop
Dina Faulk, Youth Worker, County Youth Service
Mr Hammond, Headteacher, Hagley RC School
Richard Hayhow, Open Theatre Company
Anne Heath, Youth Leader, the Rylands Centre
Dr Robin Hill, Worcestershire County Museum Service
Rianne Holland, Health Promotion Co-ordinator, Worcs Health Authority
Melanie Humphries, Director, Optical Orange
Emma Hughes, Planning and Resources Officer, Arts Council of England
Assistant County Arts Officer, Worcestershire County Council
Dr Kershaw, Headteacher, Haybridge High School
Jenny McGregor-Smith, Chairwoman, Bromsgrove Concerts
Mr McTague, Head Teacher, South Bromsgrove High School
Headteacher, North Bromsgrove High School
Simon Penn, Director, Avoncroft Museum
Dave Thurbon, Head Teacher, Waseley Hills High School
Mark Vibrans, Assistant Officer, Music and Combined Arts, Arts Council of England
Melanie Warnes, Head, Woodrush High School
Dennis White, Stoke Prior Community Play
Mary White, Chairman, Bromsgrove Festival

Bromsgrove District Council

Sports Development Manager
Paul Crysell, Head of Policy, Local Plans
Malcolm Griffiths, Head of Planning
Robbie Hazlehurst, Director of Leisure Services
Tourism and Marketing Manager
Portfolio for Leisure and Health
Peter Michaels, Economic Development Officer
Huw Moseley, Arts Development Officer

Site Visits

Avoncroft Art Centre
Avoncroft Museum
Bromsgrove Library
Bromsgrove Museum

Bromsgrove School
Hagley RC High School
Haybridge High School
Haybridge Leisure Centre
Jinney Ring Crafts Centre
NEW College
North Bromsgrove High School
The Dolphin Centre
The Ryland Centre
Rubery Youth and Community Centre
South Bromsgrove High School
The Spadesbourne Suite
Waseley Hills High School
Woodrush High School
Worcester Arts Workshop
Worcestershire County Arts Education Centre
Wythall Library

Meetings Attended & Held

BAA Executive Committee
Arts Strategy Focus Group
Haybridge High School student focus group
South Bromsgrove High School student focus group
Worcestershire Cultural Strategy Meeting

Appendix 2 Focus Group Meeting Notes

Notes of Consultation Meeting held at the Council House, Bromsgrove, on 2 July.

Attendance at Meeting

Name	Organisation
Shirley Bonas	Hagley Art Club
Helen Bool	Music for You
Tricia Burton	Vice Principal, New College
Bill Chambers	Bromsgrove Photo Society
Beryl Coates	Hagley Art Club
Steve Cowperthwaite	North Bromsgrove High School
Ian Cox	Bromsgrove Operatic Society / Bromsgrove Arts Association
Jim Croft	Member, Bromsgrove Concerts
Alistair Deighton	Avoncroft Arts Society
Anne Heath	Ryland Centre
Brian Jones	Barnt Green Choral Society
Huw Moseley	Arts Development Officer, Bromsgrove District Council
Jim Page	Housman Society
Ann Rickard	South Bromsgrove High School
Ray Shakeshaft	Someone at the Door Samba Band
Anne Taylor	Sidmoor First School & Nursery
David Thurbon	Head Teacher, Waseley Hills High School
Tony Turpin	All Saints Art Club / Bromsgrove Art Club
Jenny White	U3A
Norman White	U3A

The meeting was attended by a good cross-section of groups and organisations from around the District, including educational institutions, youth and community groups and voluntary arts groups.

Ray Shakeshaft of Bromsgrove Samba Band spoke about the success of the band, which had been set up as one of the projects of the Arts Development Officer. However, he stated that since Council funding had ended the group (which has 25 members) had been self-sufficient. It continues to perform around the country.

There was a discussion about the Council's arts development work during the previous years, particularly in Bromsgrove and in the area of open-air arts activity. Impressions varied with several contributors stating that they had very positive experiences and others stating that they had had little contact with the work.

The North Worcestershire College representative informed the group that the College would be re-locating all of its performing arts and music courses to Bromsgrove by September. The College was to be completely re-built accompanying the new Arts Centre on site.

The representative from Waseley Hills High School made a plea for more attention to Rubery, which often in the past it felt left out. It was important that Council services were delivered to all parts of the District and that gaps in facilities provision were addressed in relation to all parts of the District.

There was enthusiasm from the schools representatives for support in bringing arts practitioners into schools and for making better use of school facilities for community activities.

The U3A representatives pointed out the high level of demand for arts activities from older people and the College offered to set up arts courses for groups, provided at least ten people were prepared to attend. They requested better integration with arts groups in the District.

There was a general discussion and the following issues were considered.

Co-ordination and networking - needed to be improved and an arts forum meeting 2 or 3 times a year might be helpful. It should involve the Council and meetings should take place around the District.

A central directory of the arts was needed, to include a schedule of facilities available, artists and other arts specialists, arts organisations and other useful information.

Facilities needed to be improved around the District and not just in Bromsgrove town. It was agreed that schools offered one way of developing arts facilities for the community. The issue of affordability of spaces was discussed. It was agreed that spaces were only of use if affordable to local groups. Waseley Hills High School had a non-profit policy in hiring facilities to community groups which was helpful.

It was pointed out by several speakers that the Council's facilities were some too expensive and more than other facilities in the area.

It was felt that the Council should maintain a strong presence with the arts sector in the District. Also that the Council could be more helpful to and supportive of the arts sector.

Publicity sites - there was a request for a publicity site for use by local arts and community groups in Bromsgrove Town centre. Also possibly at other locations in the District. Banner sites would also be appreciated (apparently there is a poster site already, though it may not be widely known about).

There was no equipped or dedicated venue for exhibitions in the District and groups used churches, halls, schools and other facilities which were far from ideal.

A schools music festival had been held and was viewed by the school representatives as very successful. It was hoped that this might be revived.

The needs of disabled people needed consideration.

The group was invited to say what developments it would ideally like to see arising out of the strategy, without reference to cost or practicalities. The following list was brainstormed.

- An art gallery
- An arts forum
- Better co-ordination
- More good pianos at venues in the District
- Drama studios in schools
- A Bromsgrove arts directory
- Ticketing facilities
- Help and support in applying for grants
- Helpful grants criteria - BDC
- An open policy and philosophy within the Council
- More arts opportunities for the 16 to 25 age group and for the over 60s
- A more consistent policy and approach from the District Council
- A clear vision which is resourced
- Affordable spaces and venues
- More joint working between schools
- An arts policy which related to the wider policy context in the District (e.g. Leisure)
- A good venue for music.

Notes of Focus Group Meeting held at South Bromsgrove High School with a group of around fifteen Year 9 and 10 students.

The majority of the group had been selected because they had an interest in the arts and took part in arts activities. These included a wide range of arts activity at school, the orchestra, bands and school play for example. Several of the students also participated in the arts through local dance schools and through private music tuition.

Students wanted more opportunities to participate in the arts outside school and one referred to Bromsgrove as a cultural desert, especially in terms of opportunities to take part in drama. There was general agreement that the town needed a performance venue or theatre. Some students travelled to other places, Redditch, Malvern, Worcester, Stratford and Birmingham to go to theatre.

The most common plea was for more arts and social provision for young people as there was little provided for them in the town outside school hours. It was felt that local youth clubs catered for a younger age group.

While it was evident that there was a range of opportunities to take part in arts activities at school, the young people felt that there had been very little arts provision for them outside of the school gates in the past.

Notes of Focus Group Meeting held at Haybridge High School with a small group of Year 11 and 12 students.

This group of students was selected at random and not because they had a particular interest in the arts. They had participated in arts activities at school, but expressed their feelings that the new AS level exam syllabus placed pressures on them making it difficult to find time for out of school arts activities. Two issues concerned them: the cost of going to cinema and arts performances; and the cost of transport. They also mentioned the high cost of using leisure facilities, for example, it was stated that it cost at least £3.60 to use the leisure centre gym in the evenings, which was beyond their financial resources. The leisure centre was felt to be in a rather inaccessible location for evening activities and in any case, had little provision for young people.

They also pointed out that youth clubs catered for a younger age range and that there was really no specialist social or arts provision for young people in Hagley. It was suggested that a café for young people would be greatly welcomed, but also that they had attended theatre performances at the school in the past and would welcome this kind of provision in the evenings.

Appendix III Questionnaire Analysis

Survey 1 Parish Councils

Completed questionnaires were received from the following Parish Councils:

Alvechurch Parish (3 halls)
Catshill & North Marlbrook
Finstall
Hagley
Hunnington
Lickey & Blackwell
Romsley
Wythall
Stoke Prior

Making a total of 11 respondents out of 20 parish councils, a 55% return rate.

1. Arts activities which take place in their Village / Parish Hall were:

7 parish councils (64%) indicated that arts activities were taking place in their village and parish halls.

Dance as follows:

- tea dances
- senior citizen dances
- dancing classes for children

Other arts activities indicated:

Exhibitions
Pantomime and other local amateur dramatic productions
Art classes and festivals
Flower arranging
Chai Che classes
W.I. meetings
Upholstery classes
Spinning classes
Flower and craft exhibitions

2. Parish / village with a village hall

Yes	9	82%
No	2	18%

3. Parish Councils which play a direct role in organising and running activities for the community.

Yes	2	18%
No	9	82%

4. Parish Councils which organise arts / entertainment activities for the parish / village.

Yes	0	
No	11	100%

5. Village hall committees who directly organise and run arts / entertainment activities.

Yes	6	55%
No	5	45%

6. Should the District Council help to develop arts / entertainment activities for the parish / village?

Yes	7	64%
No	2	18%
No response / not sure	2	18%

7. How should the District Council help to develop arts / entertainment activities for the parish / village? 9 respondents replied as follows:

Supporting professional performances in village halls by bringing theatre, music, dance and storytelling to villages?

Yes	8	89%
No	0	
Unsure	1	11%

Bringing professional touring exhibitions to village halls or other suitable rural venues?

Yes	7	78%
No	0	
Unsure	2	22%

Organising arts sessions in your community?

Yes	6	67%
No	1	11%
Unsure	2	22%

Organising arts activities for young people?

Yes	8	89%
No	0	
Unsure	1	11%

Organising arts activities for other groups?

Yes	8	89%
No	0	
Unsure	1	11%

Supporting the Parish Council to run arts activities?

Yes	5	56%
No	2	22%
Unsure	2	22%

One respondent indicated they would like help in setting up a local youth club/cyber café

8. Any other comments / obstacles which prevent people from enjoying the arts

- Hall is old and lacks finance
- The only hall available in the village is a church hall
- The Scout Group HQ is available for letting
- Insufficient transport to cities to visit the theatre / arts
- Lack of funds
- Lack of local organisers, particularly regarding young people
- There is a need for a local youth club - the local youths have nothing to do in the evenings and therefore cause local vandalism
- Input from the District Council helped begin and maintain our local annual festival and community play, but arts provision.
- Let local people decide for themselves

9. Halls with wheelchair access

Yes	6	55%
No	2	18%
No response	3	27%

10. Halls with adapted toilet

Yes	5	45%
No	2	27%
No response	4	36%

11. Halls with special parking for disabled people

Yes	7	64%
No	1	9%
No response	3	27%

Survey 2 Schools

Completed questionnaires were received from the following schools:

Alvechurch Middle School
Charford First School
Clent Parochial First School
Dodford First School
Finstall First School
Hagley First School
Hagley RC High School
Hanbury CE First School
Haybridge High School
Lickey End First School
Linthurst First School
Meadows First School
Millfields First School
Sidemoor First & Nursery School
South Bromsgrove High School
Stoke Prior First School
Tardebigge CE First School
Waseley Hills High School

Making a total of 18 respondents out of a total of 41 schools, a return rate of 44%.

1. Type of school

Secondary	4	22%
Middle	1	6%
Primary	13	72%

2. Own arts facilities on site

Theatre	1	6%
Drama studio	2	11%
Dance studio	3	17%
Art and crafts room	6	33%
Pottery kiln	3	17%
Music practice rooms	7	39%
Exhibition gallery	1	6%
Recording studio	1	6%
Sound editing suite	1	6%
Video editing suite	1	6%
Multi-media suite	1	6%
Photography darkroom	0	
Other facilities *	4	22%

Other facilities were: outdoor staging and demountable indoor stage blocks, main hall and small craft area.

Schools with no dedicated arts facilities	8	44%
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Schools with plans for improving or extending arts facilities

Yes	8	44%
No	10	56%

Comments on plans for improving or extending current arts facilities were as follows:

- We desperately require a hall
- Require an additional music room to free up performance area
- New Drama studio and new music and English facilities
- Development of a new music area planned
- Hoping to develop school drama facilities with a view to expanding community involvement in the area
- Ongoing development to create an improved hall and theatre
- Have a mural on outdoor walls and within a barn for undercover activities
- Enlargement and decoration of current music area. Also in the process of developing the aesthetic environment of the school

3. School facilities used by the community for arts activities

Yes	2	11%
No	16	89%

The community arts activities were listed were: Scottish Dancing Group; West Midlands Light Orchestra practices; Cactus; Bromsgrove Choral Society; Worcestershire Youth Music; and Arrowvale Singers.

4. Schools with special links with any arts venues or organisations

Yes	5	28%
No	13	72%

The links were with the following:

Young Shakespeare Company (annual workshop / performance)
Burcot Flower Festival (art competition)
UCE
Stourbridge College of Art
Kidderminster and Worcester Colleges of Art
Bromsgrove Arts Council (town mosaic)
Avoncroft Arts Society (use of facilities for art exhibitions)
Worcester LEA - Voices and Visions (dance, art and drama festivals)
Wisemoves Dance Company and Welsh College of Music and Drama (own school arts festival)

5. Schools which host performances by theatre companies, musicians, or other performers

Yes	16	89%
No	2	11%

Theatre companies, musicians and other performers mentioned were:

Andy Warne (percussion)
Annual Eisteddfod
Brog Puppets
Caliche (South American music)
Catch 22
Delphine and Domingo (Flamenco dance)
Drum Love
Elizabeth Lindsay (author)
Impact Careers
Kokuma
Lempen Puppets
Malachi (music, dance and drama)
Mart Rogers (jazz)
Mike Fenton (autoharpist)
Mugenko
Music For You
Music in Action
NEW Orchestra
Paul Edwards and Steve Berry
Pentabus Theatre
Phase Trust
Poetry
PSE Theatre Company
Quantum Science Theatre
Roald Dahl Experience
RSC Workshops
SAMPAD (Indian dance)
Sports Council Roadshow
Storytelling
The Old Rep
Us Two (poetry)
WATAD
Welsh College of Music and Dance
West Midlands Children's Theatre
West Midlands Children's Theatre Group
Wisemoves Dance Co
Worcs Music Teachers' performance
Young Shakespeare Company

6. Schools which buy in services from arts companies or professionals

Yes	13	72%
No	5	28%

The groups were:

Richard Capstick
Artist in residence
Steve Berry (musician / composer)
Cardula Connolly (composer)
Dance Explosion
Malachi Trust
Independent Thinking (active learning)

Dr D Tyler-Bennett (poet)
Worcester Arts Workshop
Music in Action
Mike Fenton (autoharpist)
NEW Orchestra
Young Shakespeare Theatre
Collar and T.I.E.

7. Schools indicating they have organised activities for young people out of school hours

Yes	15	83%
No	3	17%

The activities were:

Recorder club (lunchtime, afterschool and weekly)
Music club (afterschool)
Keyboard lessons (Key Stage 2)
Art clubs
Theatre visits
Drama workshops
Concerts
Craft club (weekly)
Pyramid Arts Festival (every other year)
Voices & Visions (Worcs Cathedral)
Visits to UCE Degree Show
Various extra curricular clubs
Dance club
Drama sessions for coursework
School play rehearsals
Choir sessions
Chamber orchestra
Break-dancing club

8. Further comments on the development of the arts strategy:

- Financial support needed to enable the children's art experiences to be enhanced by more 'real' hands-on activities with artists
- There is so little available for the students in this area that students and staff need support
- We would very much like the opportunity to expand our own school drama facilities with a view to developing community links further in this area

Survey 3 Arts Groups and Societies

Completed questionnaires were received from the following arts groups / organisations:

All Saints Art Club
Avoncroft Arts Society
Avoncroft Drama Group
Avoncroft Folk Dance

Barnt Green Choral Society
 Bromsgrove Choral Society
 Bromsgrove Concerts
 Bromsgrove Photo Society
 Bromsgrove U3A
 Fairbourne Dodders
 Festival
 Hagley Arts Club
 Housman Society
 Music Space
 Octavon Arts
 Tuesday Afternoon Group
 Words

Making a total of 17 respondents

1. Main activities of groups

Drama	3	18%
Dance	2	12%
Classical Music	4	24%
Other Music	1	6%
Literature/writing	5	29%
Visual arts	3	18%
Photography	2	12%
Film/media	1	6%
Crafts	2	12%
Culturally specific arts	2	12%
Festival	1	6%
Other	2	12%

2. Number of members / active participants

Adult male (over 16)	482	38%
Adult female (over 16)	517	40%
Junior male (16 and under)	26	2%
Junior female (16 and under)	35	3%
Disabled member (all ages)	28	2%
People aged over 65	449	35%
Total members	1277	

Note: Bromsgrove Operatic Society did not complete a form but were interviewed. They have a substantial membership of around 100 members, which can be added to the above.

3. Estimated amount of activity undertaken each year

Number of performances	110
Number of exhibitions	14
Number of rehearsals	119
Number of participatory sessions	282
Number of other events *	28

* events specified were one-act play festivals, young musician performances, school and visiting artists workshops, arts and crafts lectures/demonstrations, plays and exhibitions for GCSE/A level students, area and regional dances

5. Estimated total annual expenditure

£ 85, 817 (for 12 groups)

Average annual expenditure: £7,151

6. Venues where groups undertake most of their activities

All Saints Church Hall
Avoncroft Arts Centre
Barnt Green Parish Centre
Birmingham Arts Centre, Bromsgrove
Bromsgrove Library
Bromsgrove School
Dodford Village Hall
Gueston, Avoncroft Museum Hall
Harris Brush Conference Room
Norbury Theatre, Droitwich
North Bromsgrove High School
Other local schools in Worcestershire
Own venue - not stated
Palace Theatre, Redditch
Residential Home
South Bromsgrove High School
Spadesbourne Hall
St Johns Church
St Johns Hall
St Saviours Church Hall, Hagley

7. Venue Satisfaction

Very satisfied	4	18%
Fairly satisfied	7	32%
Neither satisfied nor dissatisfied	3	14%
Fairly dissatisfied	7	32%
Very dissatisfied	1	5%

8. Groups / organisations indicating development plans for the future

Yes	9	53%
No	5	29%
No response	3	18%

9. Groups / organisations indicated future plans as follows:

- Seeking to increase membership, especially of younger people
- More exhibitions
- To maintain a high standard of speakers and attract more well known names
- Seek to organise a life class for A' level students
- Actively seeking a second potter in residence
- Increasing the number of painting classes
- Seek to increase our membership
- To develop a comprehensive and cohesive music therapy service of excellence
- To promote music therapy wherever possible
- To obtain further contracts in health sector
- Constantly assessing our types of performance
- To expand repertoire
- To update equipment

10. Groups who had applied for external funding

Yes	9	53%
No	8	47%

11. Organisations applied to for external funding were

Arts Council of England
Bromsgrove District Leisure Services
National Lottery
Bromsgrove Rotary
Croft Trust
Edward & Dorothy Cadbury Trust
Elmley Foundation
Foundation for Sports and Arts
Foyle Trust
Other Charities
West Midlands Arts

Only 1 group stated if had not been successful in securing funding

12. Groups who had received business sponsorship

Yes	5	29%
No	9	53%
No response	3	18%

13. Groups indicating a requirement for specific arts facilities / equipment which are not currently being met

Yes	10	59%
No	6	35%
No response	1	6%

Specific requirements indicated were:

- Opportunity for fixed musical instrument, e.g., piano
- The Arts Centre would satisfy our needs

- Require more instruments
- Would ideally like an office and therapy room in same building, with a waiting area for clients
- Specific photographic equipment and projection screen
- Improved lighting and sound equipment
- The need to re-shell current venue
- Purpose built facility suitable for high quality classical music and social space
- Need a sky light - to improve lighting for painting
- Large exhibition space
- Need a concert venue large enough to accommodate 100+ choir plus full orchestra

14. Groups indicated their level of satisfaction with the following:

<i>Question</i>	Fully Agree	Partly Agree	Disagree	Strongly Disagree	No Response
Council has improved its support for arts in Bromsgrove District	1 6%	11 64%	2 12%	2 12%	1 6%
Council has increased its support for voluntary arts orgs	0	8 47%	2 12%	2 12%	5 29%
The arts in Bromsgrove District have a higher profile than 5 years ago	3 18%	7 40%	2 12%	2 12%	3 18%
There are more opportunities to take part in the arts than 5 years ago	0	9 53%	3 18%	1 6%	4 23%
The arts are worse off than they were 5 years ago	1 6%	1 6%	11 64%	1 6%	3 18%
Our group is stronger and more successful than it was 5 years ago	6 36%	7 40%	0	1 6%	3 18%
Local facilities for the arts are adequate	0	4 23%	8 53%	2 12%	2 12%
There is adequate access to specialist arts equipment and resources	0	0	10 59%	4 23%	3 18%
The Council supports the arts	0	10 59%	2 12%	1 6%	4 23%
The Council provides adequate advice and support to arts groups	0	8 48%	4 23%	1 6%	4 23%

15. Level of importance groups placed on the following services and support from Bromsgrove District Council to help meet their requirements:

Question	Very Important	Fairly Important	Neither important nor unimportant	Fairly Important	Not Important	No response
Funding assistance for voluntary orgs	10 58%	3 18%	0	2 12%	0	2 12%
Improvements to facilities for the arts	9 53%	5 29%	0	0	0	3 18%
Advice on funding opportunities	9 53%	5 29%	0	0	0	3 18%
Access to arts sessions or training opportunities	1 6%	9 53%	4 23%	0	0	3 18%
Better access to arts officers	7 41%	6 35%	1 6%	0	0	3 18%
Providing advice and information	8 47%	3 18%	2 12%	0	0	4 23%
Providing support with marketing and publicity	9 53%	5 29%	0	0	0	3 18%
Access to specialist equipment / resources	3 18%	11 64%	0	0	0	3 18%
Developing arts activities inc workshops	9 53%	4 23%	1 6%	0	0	3 18%
Advice on running events	2 12%	7 41%	4 23%	0	1 6%	3 18%

Other services or areas of support groups would like the Council to provide:

- Art and painting activities for mature people
- Need more suitable concert facilities to provide space for professional singers and orchestra
- A ticket sales system
- Website easily navigable - linked to other bodies
- A greater awareness of the importance of the arts
- Good arts officers
- Welcome the planned forthcoming Arts Centre on College grounds
- Co-operation with Bromsgrove Arts Association to ensure good co-ordination between different arts groups and keep people informed
- We would like to co-operate with the Council to ensure our facilities, when vacant, can be used for local/community use
- An Arts Centre incorporating arts therapies
- Always grateful for any free promotional support
- Would welcome the new Arts Centre
- Would like equipment and information to be made available
- Would like arts workshops, especially for young people

Appendix IV

Arts Organisations, Clubs and Societies

All Saints Arts Club*
Alvehurch Drama Society *
Alvehurch Samba Band (Band with no Name)
Appalachian Step Dancing Group
Avoncroft Arts Society*
Avoncroft Folk Dance Group
Avoncroft Museum
Bromsgrove Samba Band (Someone at the Door)
Barnt Green Choral Society*
Breamsgrave Players *
Bromsgrove Art Club*
Bromsgrove Arts Association
Bromsgrove Choral Society*
Bromsgrove Concerts*
Bromsgrove Festival*
Bromsgrove Folk Club*
Bromsgrove Music Tours *
Bromsgrove Operatic Society*
Bromsgrove Photographic Society*
The Bromsgrove Society *
Bromsgrove String Orchestra*
Bromsgrove and District Flower Arrangement Society
Coften Hackett Arts Society*
Fairbourne Dodders Drama Group*
Fairfield Drama Group*
Hagley Art Club
The Housman Society*
Jinney Ring Craft Centre
Lickey Players *
Midland Sinfonia
Music Space
The Mount Players*
Octavon Arts*
Optical Orange
Rowney Green Players *
Waseley Hills Crafts Guild *
WORDS*
Wythall Theatre Group
University of Third Age (U3A)*
Young Wives Drama Group (Hagley)

* denotes BAA member

No longer operating or not known about

Bromsgrove Film Society, Bromsgrove Junior Concert Club, Bromsgrove Theatre Company,
The Grafton Singers, Oakville Singers, Pyramid Arts Centre, Woodside Drama Group

Appendix V

Arts Development Achievements Table

(Actions Summary Against Recommendations Arts Strategy 1993)

Recommendation	Summary of Action to Date
1. Appoint an Arts Development Officer	Appointed an officer Developed partnerships and funding Gave advice on the Arts
2. Responsibility for the arts be placed within a single committee	Partially achieved - some grants are still distributed by P.and R., everything else is within Leisure Services and the Leisure cabinet
3. An arts programme and grants budget should be created	Development budget is created, and a variety of programmes have been delivered, though not developed strategically for an outcome of consultation initially
4. Limited Investment should go into the Spadesbourne Suite and Burcot Room	No action taken pending outcome of arts centre project. Responsibility for this now lies with the Business, Marketing and Tourism Manager
5. The Council should review its charging and letting policy for the Spadesbourne Suite and Burcot Room	Some review has taken place, with particular reference to charging, more research is currently ongoing. However, the level of charging remains of concern to some local arts groups. Burcot Room closed. Responsibility for this with the Business, Marketing and Tourism Manager
6. The Council should draw up a list of essential equipment and spaces for the arts and build the requirements into capital planning, and joint venture programmes for existing venues, schools, youth and community venues	This work has not been completed
7. The Council should work with other agencies, to assist Parish Councils in making village halls suitable for arts activities	This work has started, with Alvechurch Parish Council, and future plans for both Catshill and the Dolphin Centre involve taking advice and guidance from the Arts Council of England and the Council's Arts Development Officer
8. The District Council with Bromsgrove Arts Association should draw up the requirements for an arts centre and carry out a detailed feasibility study into building and funding options	Completed - copy of report available. Business plan and revenue funding implications completed. Build commenced 2003, completion due Autumn 2004

<p>9. The District Council should consider ways of incorporating arts, media and crafts components into future economic and tourism developments</p>	<p>Limited action, mainly exhibitions in libraries, though consideration now being given to tourism events with arts elements</p>
<p>10. The District Council should prioritise 3 areas of participatory and community arts development: young people; rural and community arts; and arts for those with limited access, e.g. disabled and elderly people</p>	<p>This has been implemented and a selection of the programmes delivered reflect this: Holiday activity sessions, now Activzone Charford multi0Resource Centre work Alvechurch Alight Samba Band Dance for the Elderly Youth Carnival Community plays in Alvechurch and Stoke Prior Work with Youth Service</p>
<p>11. The Council should institute a programme of arts activities aimed at priority target groups</p>	<p>See above</p>
<p>12. The Council should institute a programme of arts development for young people in partnership with the Youth Service and other Agencies</p>	<p>Some work delivered this in Rubery, but more could have been achieved in this area and continuity has not been maintained up to until 2002. Youth Carnival was very successful in Summer 2004</p>
<p>13. The Council should develop a programme of professional arts events, with financial support from ACEWM, to address current gaps in provision</p>	<p>Some work has been delivered around this, e.g. Street Theatre, and Christmas lights switch on, but there has been no support for or provision of professional touring work in rural areas. Community and Rural Touring programme coming out Autumn 2004</p>
<p>14. The Council in partnership with other agencies should celebrate and promote the District as the home of the Bromsgrove Guild, and create a permanent and fully researched exhibition</p>	<p>Some work, with Millennium wall hanging and Rigby School. Further consideration of future role of Museum underway.</p>
<p>15. The Council should adopt a Public Art policy</p>	<p>A Percent for Art policy was adopted by the Council and plans were prepared for a programme of public art. However, effective implementation has not taken place.</p>
<p>16. The Council should give more planned and consistent support to the voluntary sector to assist the Council in the delivery of its own objectives</p>	<p>Support for the voluntary sector has been informally managed, with no comprehensive approach and systems. The voluntary sector feels that the Council has not consistently provided the backing and support it was seeking. A new start is required.</p>
<p>17. The Council should support programmes of professional arts activities for the community presented in schools</p>	<p>The Council has viewed this as within the County's remit. Communication between the County and District Councils, through the newly formed Worcestershire Arts Forum, is now improving.</p>

18. The Council should establish a local funding agreement with West Midlands Arts	Following an initial 3-year funding agreement WMA has maintained its annual support for the Council's annual programme of arts development. The WMA structure has been replaced by ACEWM
19. The Council and Bromsgrove District Arts Association should establish formal procedures for working together to deliver the District Arts Strategy	This has not been implemented. A new approach is now required.
20. The Council should establish 3 year arts development partnerships with selected professional arts organisations to deliver particular aspects of its arts strategy	Though this has not been formalised, certain ongoing relationships with professional arts organisations have been established, with Dancefest and Open Theatre for example. While the approach has been sound, the implementation has not always been consistent.
21. The Council should formally adopt the objectives of its Arts Strategy, and introduce a system of performance measurement based upon its agreed targets	The Strategy has been formally adopted, but no targets and measurement introduced. This review will be the first undertaken other than annual reviews of the ACEWM Partnership Agreement
22. The Council should adopt a single set of criteria against which it should assess all applications for grant aid	Not implemented
23. The Council should adopt a zero based approach to budgeting for the 94/95 financial year	Implemented
24. Capital funds for the arts should be built into capital programme plans	Implemented
25. The Council should explore the possibility of establishing an arts foundation to provide future revenue support for major cultural projects	Not implemented and no longer a recommendation

BROMSGROVE DISTRICT COUNCIL

EXECUTIVE CABINET

13TH APRIL 2005

CORPORATE PLAN

Responsible Portfolio Holder	Councillor Mrs. M. M. T. Taylor
Responsible Head of Service	Robbie Hazlehurst, Director of Leisure Services

1. SUMMARY

- 1.1 This Report brings to Members' attention the various comments that have been received as part of the consultation on the Draft Corporate Plan and recommends how those comments should be dealt with.

2. RECOMMENDATION

- 2.1 The Executive Cabinet is recommended to:
1. Consider the comments and observations which have been made in respect of the Corporate Plan and determine those that are to be included in the final document; and
 2. Recommend to the Council that it approves the Corporate Plan with the agreed amendments.

3. BACKGROUND

- 3.1 The Executive Cabinet agreed the Draft Corporate Plan on 16th February for consultation with Members and staff.
- 3.2 During March, a copy of the Draft Corporate Plan was made available to all Members and staff either on an individual basis or via the Council's intranet seeking their comments and observations. In addition, two workshops were organised for staff to give them a further opportunity to comment on the Draft Corporate Plan.
- 3.3 The table attached to this report summarises the comments received from both Members and staff and recommends the action to be taken.
- 3.4 Once the content of the Corporate Plan has been finalised and agreed by Council it will be published and distributed to Members, staff, our partners organisations and made available on the Council's website.

4. FINANCIAL IMPLICATIONS

- 4.1 The objectives as set out in the Corporate Plan have formed the basis for the revenue and capital budgets for 2005/2006, 2006/2007 and 2007/2008, however this will need to be reviewed when there is greater clarity around the Council's priorities.

5. LEGAL IMPLICATIONS

- 5.1 There are no legal implications associated with this Report.

6. **RISK MANAGEMENT**

- 6.1 By agreeing to the Corporate Plan, the Council will be able to prioritise its resources in a clear and focussed way which enables it to achieve its objectives.

Background Papers

None

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Revisions to Corporate Plan 1/4/05

This table provides the collated list of amendments made to the Corporate Plan as a result of the consultation period, which commenced on the 4th of March 2005.

Cllr Mrs Margaret Taylor reviewed the amendments on the 31st March 2005

Further late additions to the text have been inserted into the document using red script

Date	Suggested Change	Action
5/3/05	Revise copy of document to give text greater readability [throughout document]	Acronyms and abbreviations expend to ensure better understanding
11/3/05	Updated information relating to recycling rate targets suggested. [page 6]	Updated text and figures inserted to ensure accuracy of figures
22/3/05	Slight rewording of paragraph relating to Housing on page 6 of the document	Amendments incorporated to re organise information into a more coherent paragraph and improve 'flow 'of words.
24/03/ 05	Various amendments suggested including grammatical changes, bullet points, textual changes	All points discussed at meeting with Cllr. Mrs Taylor amendments agreed and made
31/03/05	Additions to text relating to e government page 3 and on page 12.	Expansion of headings included under "How we will deliver our vision and objectives" Addition to text on page 12 under "Making better use of our technology" Both amendments included in revised document and highlighted by red script .
31/03/05	Additions to text relating to revenues and benefits To be written by K Dicks for inclusion	1/4/05 awaiting text to be inserted using red script
4/4/05	Additions from KD received 4/4/05	<u>Improve the Revenue Benefits Service</u> The Council acknowledges the importance of the revenues and benefits service to both its customers and to the Council as a whole in pursuit of its vision and as such is committed to improving the service so that it can be classed as excellent by 2008.

1

Comments by - Graham Brookfield, Principal Planning Officer, Local Plans

Seen by both Paul Cysell and Malcolm Griffiths

Change 1

Delete Objective 3 and replace with;

“To protect and improve our environment and promote sustainable communities”.

Reason

Existing objective 3 is a bit too specific in relating to the production of documents. The new objective relates to the objectives of the Local Development Framework and provides an overarching objective.

Change 2

In relation to Objective 3, replace subheading, “Environment and Planning” with;

¹ Christine Sanders Policy and Performance 1/4/05

“Local Development Framework”

Reason

This paragraph relates to what will be in and what the Local Development Framework will do.

Change 3

Under the 2nd subheading, “Bromsgrove Town Centre”, reword the final sentence to now read;

“We will seek to work with the private sector and the County Council to redevelop and enhance the Bus Station area, High Street and Market Hall Site which were identified as the immediate priorities.”

Reason

The public also identified the redevelopment of the High Street as a priority.