



BROMSGROVE DISTRICT COUNCIL

EXECUTIVE CABINET

WEDNESDAY, 12TH July 2006 AT 6.00PM

COMMITTEE ROOM, THE COUNCIL HOUSE, BROMSGROVE

AGENDA

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

1. To receive apologies for absence
2. Declarations of Interest
3. To confirm the Minutes of the Special Meeting of the Executive Cabinet held on 28th June 2006 (attached)
4. Public Questions
5. To receive the Minutes of the Audit Board dated 13th June 2006 (attached)
6. To receive the Minutes of the Performance Management Board dated 16th June 2006 (attached)
7. To receive the Minutes of the Scrutiny Steering Board dated 31st May 2006 (attached) and 4th July 2006 (to follow)
8. Issues arising from the Scrutiny Steering Board
 - (a) Report of the Scrutiny Task Group on Bromsgrove Museum (attached)
 - (b) Report of the Scrutiny Task Group on the Review of the Council's Culture and Community Services (attached)
9. Annual Efficiency Statement 2006/2007 (attached)
10. Appointment of Returning Officer and Electoral Registration Officer (attached)

11. Gambling Act 2005 – Statement of Principle (attached)
12. Land at Victoria Road, Bromsgrove (attached)
13. Appeals Panel – Constitution (attached)
14. Local Area Agreement (attached)
15. Corporate Plan 2007/2010 (attached)
16. Modern Councillor Programme (attached)
17. Section 151 Officer (attached)
18. Proposed Item for Scrutiny (verbal report from the Executive Leader)
19. To consider any other business, details of which have been notified to the Head of Legal and Democratic Services prior to the commencement of the meeting and which the Chairman, by reason of special circumstances, considers to be of so urgent a nature that it cannot wait until the next meeting.

K.DICKS
Acting Chief Executive Officer

The Council House,
Burcot Lane,
BROMSGROVE
Worcs.
B60 1AA

3rd July 2006

BROMSGROVE DISTRICT COUNCIL

SPECIAL MEETING OF THE EXECUTIVE CABINET

Wednesday, 28th June 2006 at 5.00 p.m.

PRESENT: Councillors R. Hollingworth (Executive Leader), Mrs. J. M. L. A. Griffiths (Deputy Executive Leader), B. L. Fuller C.B.E., Q.F.S.M., Mrs. C. J. Spencer and P. J. Whittaker.

Observer: Councillor N. Psirides J.P.

12/06 **APOLOGIES**

Apologies for absence were received from Councillors Mrs. M. A. Sherrey and Mrs. M. M. T. Taylor.

13/06 **MINUTES**

The Minutes of the Meeting of the Executive Cabinet held on 17th May 2006 were submitted.

RESOLVED: that the Minutes of the Meeting be approved and confirmed as a correct record.

14/06 **STATEMENT OF ACCOUNTS 2005/06**

The Cabinet considered a report on the Statement of Accounts for 2005/06. It was noted that the figures were subject to external audit examination. Members asked a number of questions to which the Head of Financial Services and members of the Accountancy Team responded.

Mr. M. Surridge and Mr. N. Rafiq from KPMG, the Council's external auditors were present during the meeting.

The Acting Chief Executive expressed thanks to the Accountancy Team and other officers for their efforts with regard to meeting the deadlines for the preparation of the accounts and to Mr. Surridge for his support. The Leader expressed similar sentiments on behalf of the Members.

RECOMMENDED: that the unaudited Statement of Accounts for the year ended 31st March 2006 be approved in accordance with the Accounts and Audit Regulations 2003.

The Meeting closed at 5.40 p.m.

Chairman

BROMSGROVE DISTRICT COUNCIL

MEETING OF THE AUDIT BOARD

Tuesday, 13th June 2006, at 6.00 p.m.

PRESENT: Councillors G. N. Denaro, A. J. Dent, G. H. R. Hulett and N. Psirides JP

Observer: Councillor Mrs. M. M. T. Taylor

1/06 **ELECTION OF CHAIRMAN AND VICE-CHAIRMAN**

RESOLVED that Councillors G. N. Denaro and C. B. Lanham be appointed Chairman and Vice-Chairman respectively of the Board.

2/06 **APOLOGIES**

Apologies for absence were received from Councillors A. N. Blagg, J. T. Duddy and C. B. Lanham.

3/06 **MINUTES**

RESOLVED that the Minutes of the Meeting of the Board held on 25th April 2006 be confirmed as a correct record and signed by the Chairman.

4/06 **DECLARATIONS OF INTEREST**

No interests or whipping arrangements were declared.

5/06 **ANNUAL AUDIT INSPECTION LETTER AND AUDIT INSPECTION PLAN**

A copy of the draft Annual Audit and Inspection Letter and the Audit and Inspection Plan 2006-2007 were considered, together with an appendix to the letter setting out the current year's recommendations and the Management Response, which was circulated prior to the commencement of the Meeting.

RESOLVED that the Audit and Inspection Letter, Audit and Inspection Plan and the related Management Response be noted.

6/06 **USE OF RESOURCES**

A Report providing details relating to the outcome of the Use of Resources assessment recently carried out by KPMG was submitted.

RESOLVED that the Report be noted.

7/06 **STATEMENT OF INTERNAL CONTROL**

The Acting Chief Executive referred to the Report and reiterated the progress made by the Council in achieving its policies, aims and objectives during the last twelve months.

RECOMMENDED:

- (i) that the Statement of Internal Control, as detailed in Appendix A, be endorsed; and;
- (ii) that the Executive Cabinet be requested to recommend the document for approval by the Council to be incorporated within the Statement of Accounts for 2005/2006.

8/06

INTERNAL AUDIT PERFORMANCE AND WORKLOAD

Before presenting the Report, the Audit Services Manager introduced his Audit team to the Board; namely Mrs. B. Bretherton, Ms. R. Booton and Ms. T. Warwick.

The Report relating to the Internal Audit Performance and Workload was submitted. Members commented on the detail of the Report and the useful amount of information it contained. Following discussion, it was

RESOLVED:

- (i) that (a) the current status and work relating to the 2006/2007 Audit Plan completed to date; (b) the work completed by the Internal Audit Section during April and May 2006; and (c) the Current Performance Indicator Statistics, be noted; and
- (ii) that the Internal Audit marketing leaflet be approved.

9/06

RECOMMENDATION TRACKER

The Audit Services Manager referred to the Recommendation Tracker Report which detailed the current progress on the implementation of the "priority one" recommendations which had been included in the audit reports as from April 2005. After discussion, it was

RESOLVED that the progress made to date on all of the "priority one" recommendations be noted, and that any action recommended within the Report be approved.

10/06

LOCAL CODE OF CORPORATE GOVERNANCE AND STATEMENT OF ASSURANCE FOR 2005/2006

Members gave consideration to the Local Code of Corporate Governance and Statement of Assurance for 2005/2006.

RESOLVED that the updated Local Code of Corporate Governance, and the Statement of Assurance for 2005/2006, be noted.

The Meeting closed at 6.45 p.m.

Chairman

BROMSGROVE DISTRICT COUNCIL

MEETING OF THE PERFORMANCE MANAGEMENT BOARD

Friday, 16th June 2006, at 2.00 p.m.

PRESENT: Councillors Mrs. J. Dyer M.B.E. (Chairman), P. M. McDonald (Vice-Chairman), Mrs. S. J. Baxter, A. N. Blagg, Miss D. H. Campbell JP, Mrs. J. D. Luck and J. A. Ruck

12/06

MINUTES

The Minutes of the Meeting of the Board held on the 19th May 2006, were submitted. With regard to Minute No. 8/06 (Top Key Indicators for 2005/06), the Group concurred with a suggestion that it had been agreed at the last meeting to formally minute the absence, for the second consecutive report, of "Comments" and "Planned Actions" from a number of Indicators under the remit of the Head of Culture & Community Services, and request that the information be included within the next Key Indicators Report.

It was also noted that, following his comments made at the last meeting when the Acting Chief Executive indicated that he would investigate the possibility of implementing a mobile phone protocol, it had subsequently been confirmed that such a policy was already in place (July 2003), and that, accordingly, the appropriate officer(s) should be alerted to this earlier document prior to any possible update. Whereupon it was

RESOLVED that, subject to the comments referred to above, the Minutes be approved and confirmed as a correct record.

13/06

RECOVERY PLAN - UPDATE

Consideration was given to three separate Reports on the Council's Recovery Plan, encompassing (i) a revised four month summary for the period May to August 2006; (ii) an overview of the Recovery Plan; and (iii) a detailed copy of the Recovery Plan timetable. Members raised a number of general questions to which the Assistant Chief Executive responded appropriately.

RESOLVED that the Recovery Plan Update May 2006, be noted.

14/06

PROJECT MANAGEMENT FRAMEWORK

A report which detailed the approach to improving the delivery of projects throughout the Council, was submitted. The framework of the Report was based on a "lite" version of recognised project management methodologies which have been adapted to fit the needs of the Council.

RESOLVED:

- (1) that Internal Audit be requested to include a short piece of work in next year's Audit Plan exploring Compliance within the framework; and
- (2) that, in all other respects, the Report be approved and adopted.

15/06

LEGAL SERVICES DEPARTMENT

Following a suggestion made at a previous meeting, a report setting out the names, contact details, and a brief overview of the duties and responsibilities of the recently extended Legal Services Department of the Council, was submitted. However, a number of Members wanted to know what outcomes were to be achieved through the new appointments, and, accordingly, it was

RESOLVED that consideration of the Report be deferred until the next meeting of the Board, and that the Head of Legal Services be invited to attend such meeting to answer any questions from Members with an updated report that details targets and outcomes to be achieved through the appointments.

16/06 **REVIEW OF BUSINESS/SERVICE PLANNING PROCESS**

The Assistant Chief Executive submitted a report on proposals to review the Council's business planning process.

RESOLVED that the Board endorse the proposed changes to the 2006/2007 business planning process and ask the Assistant Chief Executive and Heads of Service to develop the 2007/2008 process along the lines outlined in the report.

17/06 **ATTENDANCES AT LOCAL STRATEGIC PARTNERSHIP BOARD MEETINGS**

Following an earlier request from the Board, a report was submitted on the attendances at Local Strategic Board meetings over a twelve month period, from April 2005 to May 2006. The LSP Board has now been re-focused, with only eight attendees. It has also scheduled four priorities; that is Longbridge, Bromsgrove Town Centre, Affordable Housing, and the Local Area Agreement targets.

RESOLVED that the various recommendations as set out in the report be noted.

18/06 **FUTURE SPOTLIGHT MEETINGS**

Consideration was given to the report of the Assistant Chief Executive which gave an update on Community Spotlight meetings, together with a proposed way forward, and it was

RESOLVED that the following recommendations be commended to the Executive Cabinet:-

- (1) that future scheduled Spotlight meetings be suspended;
- (2) that the Council lends its support for a sustainable PACT process;
- (3) that one stakeholder meeting per annum, under the umbrella of the Local Strategic Partnership, should be established; and
- (4) that, in an effort to support a sustainable Parish planning process, when Parish issues are considered, a Parish Council representative should be invited to sit on the Panel.

19/06 **FRAUD AND INVESTIGATION TEAM SERVICE BUSINESS PLAN (REVENUES AND BENEFITS SECTION) 2006/2007**

Members were reminded that the Department for Work and Pensions Performance Plan requires Council Fraud Teams to have a separate Performance Plan, and, accordingly, the third Business Plan created for that Section was again submitted for consideration, following the deferment made at the April Board meeting to include costings and Best Value Indicators (Minute No.39/05 refers).

RESOLVED that the Report be noted.

20/06 **LEIGH BUTLER, REVENUES AND BENEFITS MANAGER**

Members were advised that Leigh Butler, Revenues and Benefits Manager, was shortly to leave the Council to take up a post at Waveney District Council, and it was

RESOLVED that the thanks of the Members be conveyed to Mr. Butler for all his hard work under challenging circumstances within the Section, and conveyed their best wishes for his future career.

The Meeting closed at 3.20 p.m.

Chairman

BROMSGROVE DISTRICT COUNCIL

MEETING OF THE SCRUTINY STEERING BOARD

Wednesday, 31st May 2006 at 6.00 p.m.

PRESENT: Councillors Mrs. J. M. Boswell, Miss D. H. Campbell J.P., A. J. Dent, Mrs. R. L. Dent, Mrs. A. E. Doyle, J. T. Duddy, W. R. Newnes, S. R. Peters, N. Psirides J.P., J. A. Ruck, C. J. Tidmarsh and C. J. K. Wilson.

(NOTE: Councillors Mrs. K. M. Gall and P. M. McDonald were present at the meeting pursuant to Scrutiny Steering Board Procedure Rule No. 16 and Councillor Mrs. J. D. Luck was present at the meeting as an observer.)

1/06 **ELECTION OF CHAIRMAN**

RESOLVED that Councillor Miss D. H. Campbell J.P. be appointed Chairman of the Board for the ensuing municipal year.

2/06 **ELECTION OF VICE-CHAIRMAN**

RESOLVED that Councillor C. J. K. Wilson be appointed Vice-Chairman of the Board for the ensuing municipal year.

3/06 **APOLOGIES**

An apology for absence was received from Councillor S. P. Shannon.

4/06 **DECLARATION OF INTEREST AND WHIPPING ARRANGEMENTS**

Councillor J. T. Duddy declared a personal interest in agenda item 7, the Culture and Community Task Group Report, as his mother was a Governor at Woodrush High School.

Councillor J. A. Ruck declared a personal interest in agenda item 9, specifically the progress made by the BDHT Task Group, as he was a member of the Bromsgrove District Housing Trust Board.

No declarations of whipping arrangements were made.

5/06 **MINUTES**

The Minutes of the Meeting of the Scrutiny Steering Board held on 12th April 2006 were submitted.

RESOLVED that, subject to the inclusion of an apology for absence from Councillor J. A. Ruck under minute no. 11/05, the Minutes be approved and confirmed as a correct record.

6/06 **DROP IN CENTRES AT SCHOOLS**

The Chairman welcomed Inspector D. Shaw from West Mercia Constabulary to the meeting who had been invited to speak on Drop in Centres at Schools. Members were informed that the Drop in Centres enabled pupils to talk to the Police, in confidence, about any issues that were concerning them. It was explained that Drop in Centres were generally held on a weekly

basis at a few schools across the district including, North Bromsgrove High School, South Bromsgrove High School and Waseley High School in Rubery. Inspector Shaw stated that there was some reluctance from pupils to talk to the police but generally it was well received and from the police perspective, it was an extremely valuable facility.

The Board was also informed of the intention of the police to introduce the PACT system, specifically for school pupils and sixth formers, at several schools across the District.

Inspector Shaw answered members' questions relating to Drop in Centres, PACT and other issues. Members also made suggestions in relation to encouraging youths to speak to the police which included allowing youths to email and send text messages to the police or having a specific police telephone line set up for youths. Inspector Shaw thanked members for these suggestions and agreed to take them on board.

On behalf of the Board, the Chairman thanked Inspector Shaw for attending the meeting.

RESOLVED that the verbal report given by Inspector Shaw be noted.

7/06

CULTURE AND COMMUNITY TASK GROUP REPORT

Councillor P. M. McDonald, Chairman of the Culture and Community Task Group, presented the Task Group report to the Board which members considered in detail.

Members asked many questions of the Chairman of the Task Group and officers. One of the main concerns of the Board was health and safety issues surrounding play areas across the District.

The Chairman of the Board thanked the Task Group for their work.

RESOLVED:

- (i) that the report be approved and submitted to the Executive Cabinet requesting that the recommendations contained within the report be implemented;
- (ii) that the Chairman of the Board inform the Portfolio Holder of the specific concerns of Board members and comments made relating to the findings of the Culture and Community Task Group; and
- (iii) that the Acting Chief Executive meet with the Portfolio Holder and Head of Culture and Community Services to ensure any health and safety issues relating to play areas be addressed as quickly as possible and that the outcome be reported back to the Board in 4 months time.

8/06

MUSEUM AND TOURIST INFORMATION CENTRE TASK GROUP REPORT

Councillor Mrs. K. M. Gall, Acting Chairman of the Museum and TIC Task Group, presented the Task Group report to the Board which members considered in detail.

Several questions were asked and a lengthy discussion ensued. Members were particularly concerned about the legal implications surrounding the Museum such as the registration which had lapsed, the breach of the Trust agreement and whether or not changes could be made to the Trust agreement.

Members discussed whether or not the Board preferred one of the two options contained within the report.

RESOLVED that the report be approved and the Executive Cabinet be requested to adopt and implement one of the options contained within the report.

9/06

PROGRESS REPORT ON CURRENT TASK GROUPS

Passport for Leisure Task Group

It was reported that the last meeting of the Passport for Leisure Task Group had taken place on 19th May 2006 and the Task Group's final report would be submitted to the next meeting of the Board.

Consultants Task Group

Members were informed that a draft report was being compiled. It was stated that although originally it had been agreed the Task Group would submit their report to this meeting, it was subsequently agreed that the deadline would be extended.

BDHT Task Group

It was reported that there had been one meeting of the BDHT Task Group and members of the Task Group had agreed upon their work schedule. However, it was believed that the Task Group would be unable to submit their final report to the next meeting of the Board, as originally planned.

AGREED:

- (i) that the final reports of the Passport for Leisure Task Group and Consultants Task Group would be submitted to the next meeting of the Board in July 2006; and
- (ii) that the BDHT Task Group submits its report as soon as possible after the next meeting of the Board in July 2006.

10/06

CCTV PERFORMANCE

As requested by the Board at a previous meeting, a report relating to the performance of CCTV was submitted. It was stated that the report was based on the outputs of the computerised logging system (VTAS) within the CCTV Control Room and that the outturn costs of the CCTV Operation including all costs for 2005/06 was £381,165.

The Board was informed that a report relating to CCTV would be distributed to all members on a quarterly basis for their information.

Officers answered members' questions and it was requested that further information be included in the quarterly reports such as figures for Wyre Forest District Council (page 4 of the report).

The Board was informed that an invitation would be sent to all members in the near future inviting them to visit the CCTV Control Room. Dates and times of sessions were being devised.

RESOLVED:

- (i) that report be noted; and
- (ii) that the recommendation contained within the report relating to proposed monthly performance indicators for CCTV be approved.

11/06

ADVERTISING OF VISITING TRAVELLING FAIR - FLYPOSTING

Members briefly considered the report relating to advertising of the visiting travelling fair which had been prepared following complaints from fair organisers that the Council's flyposting policy had been implemented in a way that was detrimental to the promotion of the visiting fair.

RESOLVED:

- (i) that the report be noted; and
- (ii) that the proposals of the Flyposting Officers Team contained within the report be supported.

12/06

SCRUTINY TRAINING

Members were informed that the additional scrutiny training for members was scheduled to be held during the summer of 2006. It was, therefore, requested that members inform officers of the range of issues they would like to be covered in the scrutiny training so that the training could be tailored to meet the needs identified by members.

RESOLVED that members inform the Democratic Services Manager of any particular issues which they would like to be included in the forthcoming scrutiny training.

13/06

REVISED MEETING DATES

Members were informed that the dates of future Scrutiny Steering Board Meetings during the remainder of the municipal year had been amended. The new date of the next meeting of the Board would be Tuesday 4th July 2006.

RESOLVED that the revised dates of future meetings of the Board for the remainder of the municipal year be noted.

14/06

SCRUTINY PROPOSALS

Two scrutiny proposals made by the Chairman of the Board were tabled. The Chairman stated that, if the Board agreed, she would like to be involved in both the watercourses and flytipping scrutiny exercises, if it were decided that they be added to the work programme. The Chairman also informed members that she would not be able to attend the next meeting of the Board.

RESOLVED:

- (i) that a map of the district showing watercourses and who is responsible for each watercourse, be made available in forthcoming months; and
- (ii) that due to the lack of time, the scrutiny proposals be considered further at the next meeting of the Board.

15/06

DEFERRED ITEMS

RESOLVED that due to the lack of time, all remaining items on the agenda be deferred and considered at the next meeting of the Board.

The Meeting closed at 9.15 p.m.

Chairman

BROMSGROVE DISTRICT COUNCIL

EXECUTIVE CABINET

12TH JULY 2006

**BROMSGROVE MUSEUM AND TOURIST INFORMATION CENTRE TASK GROUP –
SCRUTINY REPORT**

Responsible Portfolio Holder	Councillor Mrs. J. M. L. A. Griffiths
Responsible Head of Service	Head of Culture and Community Services

1. SUMMARY

- 1.1 To consider the findings and recommendations made by the Bromsgrove Museum and Tourist Information Centre Task Group which were approved by the Scrutiny Steering Board and are contained within the attached report.

2. RECOMMENDATION

- 2.1 Members are requested to consider the two options for the future of Bromsgrove Museum recommended by the Scrutiny Steering Board which are set out in the report of the Task Group which is attached to this report.

3. BACKGROUND

- 3.1 The former Health and Leisure Scrutiny Committee established a Task Group to consider the future of the Bromsgrove Museum and Tourist Information Centre. The Task Group concluded its investigation and completed its report in May 2006 and the report was considered by the Scrutiny Steering Board on 31st May 2006. The Scrutiny Steering Board recommended that the Executive Cabinet should consider the two options for the future of the Museum and Tourist Information Centre set out in the Task Groups report.

4. FINANCIAL IMPLICATIONS

- 4.1 Any costs relating to recommendations made by the Task Group can be found under the financial implications section for each recommendation contained within the attached report.

5. LEGAL IMPLICATIONS

- 5.1 The legal implications of the two options are detailed within the report of the Task Group.

6. CORPORATE OBJECTIVES

6.1 The attached report relates to the Corporate Objective to provide sustainable culture and leisure opportunities.

7. RISK MANAGEMENT

7.1 The risks associated to recommendations made by the Task Group are detailed within the report of the Task Group.

Background Papers

None.

Contact officer

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BROMSGROVE DISTRICT COUNCIL
MUSEUM AND TOURIST INFORMATION
CENTRE TASK GROUP



FINAL REPORT

Museum and Tourist Information Centre Task Group Final Report

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EXECUTIVE SUMMARY

BACKGROUND

The Task Group was initially composed of Councillors Mrs. M. A. Sherrey (Chairman) Mrs. K. M. Gall (Vice Chairman), A. L. Deakin, Mrs. J. D. Luck, P. M. McDonald, D. McGrath and S. R. Peters. During the course of the work of the Task Group Councillors Mrs Sherrey and Deakin ceased to be members of the Task Group.

The terms of reference of the Task Group were to establish:-

- (a) whether the Council should run a Museum?
- (b) what objectives should be set for such a service?
- (c) what form the Museum should take?
- (d) how the collection should be managed?
- (e) the service and financial implications of the options that have been identified so far?
and
- (f) if there are any other options for the future of the Museum?

The Task Group considered the history of the Museum and in particular the Trust document under which the Norton Collection was given to the Museum. The Task Group met Mr Norton who had originally established the Museum.

The Task Group heard evidence from staff employed at the Museum about how they felt the Museum could be improved and in particular modifications which would be necessary to enable the building to meet the requirements of the Disability Discrimination Act. As part of this the Task Group considered two reports on the Museum prepared by consultants. The Task Group received evidence from the Museums, Libraries and Archives Council and the County Museums Service on their perception of the future of the Museum. The Task Group interviewed Councillor Mrs Griffiths the cabinet member with responsibility for the Museum.

The Task Group issued press releases and provided a page on the council's web site through which the public could make comments on the future of the Museum. Members of the Task Group sought the views of local schools on how they would like to use the Museum.

The Task Group visited Avoncroft Museum of Historic Buildings in order to establish whether it would be practical to transfer the collection to the Avoncroft site and if so under what terms and conditions. As part of this work a valuation was carried out of the Museum building to establish how much it was worth should it be sold.

The Task Group also visited Bewdley Museum to see how that was run and the kind of facilities it provided as it was very similar to the Bromsgrove Museum in that it also housed the local Tourist Information Centre. The Task Group received information on the future of tourist information centres across the County .

Having considered the above the Task Group drew up some initial recommendations and sought information on the financial implications of the recommendations. During the consideration of the financial implications the Task Group became aware that no financial provision had been made for the operation of the Museum for the financial year 2007/8 and beyond. The Task Group was agreed that the collections currently housed at the Museum should continue to be available to the people of Bromsgrove either in their current location or at Avoncroft. The Task Group wanted to ensure that sufficient funding was included in the budget for 2007/8 and if necessary for future years to enable whichever option was chosen by the Executive Cabinet to be implemented.

RECOMMENDATIONS

The Executive Cabinet is recommended to choose one of the options set out below and to ensure that sufficient funding is included in the Culture and Community Services department revenue budget for 2007/8, and for future years if necessary, to enable whichever option is chosen to be implemented.

Option 1

That:

- Bromsgrove Museum and the Norton Collection be retained in its current location
- Adequate funding, as detailed on pages 24- 26 be provided to enable the Museum to fulfil its long term potential on issues such as staffing, Museum registration, storage and maintenance of the collection, displays, publicity, improving disabled access and education/outreach/audience development and that it be recognised that provision of such funding will enable the Museum to attract additional funding from external sources in the future.
- A management board for the Museum be established to enable the further development of the Museum and the collections. The management board to be made up of a mixture of Councillors, persons with technical knowledge of Museums and tourism and other interested local people.
- The Trust document under which the Norton Collection was given to the Museum be amended to enable the Museum management board to manage the collection in the best interests of the collection and of the museum. Such changes to the document should enable the acquisition and disposal of items within the collection.

Option 2

That:

- Negotiations be entered into with Avoncroft Museum of Historic Buildings to enable the transfer of the Norton Collection and the other collections currently located at Bromsgrove Museum to Avoncroft Museum
- Subject to agreement being reached with Avoncroft Museum the Bromsgrove Museum building be sold and the capital receipt received be used to provide match funding for the Avoncroft Museum Heritage Lottery Fund bid to enable the creation of a new building at Avoncroft Museum to house the collections transferred from Bromsgrove Museum
- Revenue budget provision be made to enable the provision of curatorial services for the collections at Avoncroft Museum
- The Trust document under which the Norton Collection was given to the Museum be amended to enable the transfer and relocation of the Norton Collection to Avoncroft Museum and to allow Avoncroft Museum management board to manage the collection in the best interests of the collection and of the museum. Such changes to the document should enable the acquisition and disposal of items within the collection.

Mrs K. M. Gall

Task Group Chairman on behalf of the members of the Task group

1. INTRODUCTION

- 1.1 The Task Group was formed by the former Health and Leisure Scrutiny Committee to consider the future of the Bromsgrove Museum and the Tourist Information Centre which is housed in the same building.

2. COMPOSITION OF TASK GROUP AND TERMS OF REFERENCE

- 2.1 The Task Group was initially composed of Councillors Mrs. M. A. Sherrey (Chairman) Mrs. K. M. Gall (Vice Chairman), A. L. Deakin, Mrs. J. D. Luck, P. M. McDonald, D. McGrath and S. R. Peters. During the course of the work of the Task Group Councillors Mrs Sherrey and Deakin ceased to be members of the Task Group.
- 2.2 At its first meeting the Task Group agreed its terms of reference. The Task Group would seek to establish:-
- (a) whether the Council should run a Museum service?
 - (b) what objectives should be set for such a service?
 - (c) what form a Museum service should take?
 - (d) how the collection should be managed?
 - (e) the service and financial implications of the options that have been identified so far?, and
 - (f) if there are any other options for the future of the Museum?

3. BACKGROUND AND HISTORY OF THE MUSEUM

- 3.1 On 14th September 1992 Mr. D. C. Norton and Bromsgrove District Council entered into a declaration of charitable Trust. The Trust document related to the gift from Mr. Norton to the Council of "The Norton Collection". The gift was for the purposes of "benefiting the citizens of Bromsgrove in particular and the public generally and in furtherance of public education". The Collection consisted of items collected by Mr. Norton in the period 1949 to 1992 and which were exhibited, stored or housed at Bromsgrove Museum which was situated on Birmingham Road Bromsgrove.
- 3.2 The trust document contained a number of terms and conditions and these can be summarized as follows:-
- The collection would be known as "The Norton Collection".
 - The Council would be responsible for the display and conservation of The Norton Collection and would appoint such staff as it thinks fit and proper at its own expense.
 - The Norton Collection should be displayed within a specified area of Bromsgrove Town Centre for a specified minimum number of hours per week.
 - The Council could make an admission charge for entry to view the collection.
 - Those parts of the collection not on permanent display could be stored outside the town centre.
 - Within two years of the date of the trust document the Council would arrange for the cataloguing of the Collection and provide a copy of the catalogue to Mr. Norton.
 - The Council is not entitled to dispose of all or any part of The Norton Collection. Any item forming part of Collection may only be disposed of or exchanged provided that such sale or exchange is conducted strictly in accordance with the Museums and Galleries Commission registration scheme.

- The Council should use its best endeavours to secure registration of the Museum in accordance with the scheme of registration operated by the Museums and Galleries Commission.
- The Council will operate the Bromsgrove Museum and its management of The Norton Collection in accordance with the registration standards issued by the Museums and Galleries Commission.
- The Collection will be displayed within and as part of the Bromsgrove Museum.
- The Council will continue to accept the financial and other voluntary support of the Friends of the Museum.
- The Council will register the charitable trust established by the Deed as a charity.

4. EVIDENCE SUBMITTED BY MR. NORTON

4.1 The Task Group were initially unsure of the exact terms of the Trust document and what control, if any Mr. Norton retained over the collection. Mr. Norton addressed the Task Group to provide background information on the history of the Collection and details of the Trust agreement.

4.2 Mr. Norton made the following points:-

- The Trust agreement required that the artefacts should be catalogued within two years of the transfer (1992) and stated that he understood that such work was still a long way from completion of the (probable) 25,000 items in the collection.
- Approximately 10% of the collection was on display at any one time.
- The Council's registration of the Museum with the Museums and Galleries Commission had ceased and the Group were advised that the reasons for that were (i) that the Museum was not in compliance with the appropriate Regulations, and (ii) the absence of a Forward Plan.
- Mr. Norton confirmed that the only direct control he had over the collection was that set out in the Trust document, which meant he had to agree to the movement of the collection outside the town centre of Bromsgrove. When questioned as to whether he would consider agreeing to change the Trust document if it were in the best interests of the collection and the Council, he intimated that he could be flexible over the question of possible relocation, but he would have to be reassured on a number of points before giving any final agreement.
- The security system at the Museum should be inspected, and, if necessary, overhauled and/or improved.
- Mr. Norton felt that if the four workshops to the rear of the Museum were fully occupied and let on a commercial basis, this should prove financially beneficial and could attract more custom.

4.3 The Group asked Mr. Norton to submit his proposals for the future of the Norton Collection and the operation of the Museum. Set out below is a summary of Mr. Norton's proposals and related comments.

- Mr. Norton is very concerned that the number of visitors that now visit the Museum has fallen and would like to reverse that trend and try to raise attendance. He stated that when he was in charge visitor levels were in the region of approx 10,000 per annum though this figure has not been verified.
- The most successful part of the Museum was the interest shown in the street scene of shops which uses all local names. At the moment there are 13 shops and it was planned to double this to 26 so he would want to complete the shopping displays. Around 90% of people were in favour of the shop-fronts, indicated through his own research.
- Mr. Norton believes it is essential that there should be a qualified curator to run, organise and develop the Museum. It is important to complete the cataloguing and conserve the artefacts.

- He believes it was necessary for him to charge rent to enable for financial support the Museum. Mr. Norton had to pay full rates and was working full time to support the Museum. The rent for the workshops 12 years ago was £30 per week. Today he expected it to be £70 per week for each of the 4 workshops but now would use the workshops as part of the display area to support the Museum.
- Mr. Norton would certainly support 'Friends of the Museum' again. They were a great help and organised displays throughout the year.
- Mr. Norton sees no reason why the Museum should not get schools visiting as they did before when teachers would come 2 weeks before to do a work programme.



5. EVIDENCE FROM THE MARKETING, TOURISM AND BUSINESS DEVELOPMENT MANAGER

- 5.1 The Task Group received evidence from Rosemary Clarke the Marketing Tourism and Business Development Manager. Since joining the Council in August 2003, she had felt increasingly frustrated by the lack of progress at the Museum in spite of the fact that, in February 2004, she had attended a meeting with Mr. Norton and the Director of Leisure Services at which some of the issues identified as a Forward Plan were laid down. It was her view that the Terms and Conditions of the Trust document should be reviewed; that there had been, by the Council, a distinct lack of strategic vision; a lack of resources (both human and financial) and a lack of interest in local heritage.
- 5.2 She praised the work done by Karen Spry, the Curatorial Officer who had sorted out the items from the collection which were stored at the Council's Depot. This process had highlighted some 400 items which ought to be disposed of, as they were a potential health and safety risk.
- 5.3 Rosemary Clarke was supportive of their recommendations contained in the reports prepared by the consultants. She also informed the Group of a further report, "The Forward Plan" written in May 2004, which proposed the creation a new Exhibition area along with other suggestions including structural alterations allowing wheelchair access to the Courtyard area; locating a local Bromsgrove History room on the ground floor; and use of IT to bring the first floor exhibits "downstairs". Rosemary Clarke suggested that had such ideas been approved they could have attracted funding from the Heritage Lottery Fund and/or the Museum and Libraries Association.

6 CURATORIAL OFFICER'S EVIDENCE

- 6.1 The Task Group twice received evidence from Karen Spry, the Museum's Curatorial Officer. Summaries of the reports she submitted are set out below.
- 6.2 Ms Spry's first report, included the following documents:-
- List of Potential Disposals;
 - Museums Association Ethical Guidelines on Disposals;
 - Bromsgrove Museum Acquisition and Disposal Policy (January 2004);
 - Photographs of stored items at Depot;
 - Glossary of Terms; and
 - Curatorial Officer's response to public consultation exercise.
- 6.3 Ms Spry's first report included her response to the public consultation exercise main points of which can be summarised as follows:-
- Museums (as opposed to visitor or heritage attractions, such as Avoncroft) are a public service, like libraries. The local community especially should feel ownership of them, be free to roam throughout at will, and to take what they want/need from the visit, rather than having the visit prescribed to them. Museums should also, where possible, be free entry to allow this.
 - Museums should offer something for everyone through intellectual and physical access to objects on a variety of levels and in different ways. Displays should have the potential and guidance to challenge, stimulate debate, make people think about the world around them and use the past to tackle issues head-on. All this promotes engagement with the collection, rather than a passive experience.
 - A small Museum, such as Bromsgrove should be community focussed to represent and hold the identity of the community. It could look beyond the boundaries of the building to find ways of engaging audiences by taking the Museum out to libraries, schools, and community centres. Small, local Museums can and should be at the heart of any community if they are backed by the right vision and support.
 - The potential of the Museum has been wasted due to years of under investment and lack of commitment, right up to the present day.
 - The Scrutiny Task Group needs to set itself the challenge of answering three questions:
 1. What is a Museum?
 2. What is the role of a Museum?
 3. What is the potential of a Museum?
 - If, the above questions stimulate significant debate and enough possibilities are raised, then the Museum may have a very real and exciting future, providing the people with the vision and enthusiasm to take the Museum forward are given every form of support and allowance to do so.
 - The Council needs to show a real commitment for several years to come, including a long term strategic vision and increased financial and human resource commitments. This should include curatorial support and educational/lifelong learning support, as well as giving the Museum itself a "face lift" as a way of enticing people back.
 - It is Bromsgrove's Museum and it should encapsulate Bromsgrove. It is a basic privilege of any community to have somewhere which represents and fosters pride, identity and sense of place.
 - The Museum should be a significant feature of Bromsgrove, something the people are proud of, and which reflects well on the Council. However, success or failure depends very much on the vision of the Council and whether they will allow this to happen.

- 6.4 Karen Spry produced a second report for the Task Group. The main points of which were:-
- Accreditation
 - Education, inclusion and access
 - Future of the Museum
 - Sustained investment and Financing
 - Disposals

6.5 ACCREDITATION

Accreditation represents the minimum of professional standards in Museums. In her view there was no reason why Bromsgrove Museum could not attain accreditation if everyone is committed to it. The aim of accreditation is to ensure that Museums meet their responsibilities to the public. Achieving accreditation is a requirement for most funding bodies. To achieve accreditation, the Museum would have to address issues of:-

- Governance and Management
- User Services
- Visitor Facilities
- Collections Management

6.6 EDUCATION, INCLUSION AND ACCESS

Museum education does not have to take place in the Museum. Other methods are all as valid as a visit but offer more practical solutions to teachers and schools. They do take time to develop however. Education is not confined to schools. It should encourage anyone who wants to learn. Access and Inclusion are not the same thing. Access means enabling people to have a Museum experience; doing all that is reasonable to remove physical and attitudinal barriers and actively looking for ways to increase the chances of any one person being able to have a positive experience. Inclusion is about making people feel that the Museum belongs to them.

6.7 FUTURE OF THE MUSEUM

Ms Spry suggested that it was not a viable option to carry on as before and gave five options for retaining the Museum in some form and two regarding closure of the Museum. The options were as follows:-

Retain the Museum

1. Museum stays where it is with the TIC attached.
2. Museum stays where it is without TIC and perhaps a café instead.
3. Museum and TIC move to alternative premises together.
4. Museum and TIC move to alternative premises separately.
5. Museum moves to Avoncroft and Council takes a greater role in supporting Avoncroft.

Closure of the Museum

1. Close Museum, relocate TIC and hold entire collection in storage.
2. Close Museum, relocate TIC, allow local/regional Museums to cherry pick items, and store/dispose of the rest.

Whatever is decided must be sustainable and must be committed to by the Council in the long term. Ms Spry suggested that Mr. Norton's status and role in relation to the collection and the Museum more generally must be resolved and clarified to all parties for the sake of all concerned.

6.8 SUSTAINED INVESTMENT AND FINANCING

Ms Spry stated that should the Museum be retained, it was her view that the Council would need to carefully reconsider the budgets and resources assigned to the Museum. Ms Spry stated that it was clear to her that the Museum could not achieve a basic level of professional display on a year by year basis with current funding. In terms of the basic annual budget, the areas that which she considered to be are currently woefully inadequate were:

- Curatorial salary/expenses plus County support
- Promotions and Publicity
- Displays and Exhibitions

Doubling the displays and exhibitions budget along with the promotions and publicity budget would allow one "Bromsgrove's War" type exhibition a year or an exhibition every two years, along with gradual improvements to be made to the displays over time. Trebling the displays and exhibitions budget would allow an exhibition every year plus gradual improvements to displays over time. There was also a need for a conservation budget for the upkeep and maintenance of objects, which are, still of value but have deteriorated over time.

Whilst some Museums are operated solely by volunteers, Ms Spry argued that there was generally very little sympathy (and funding) for Council run Museums operated in this way. Paid and qualified staffing was essential. She stated that the following staffing levels were both suitable for and needed by Bromsgrove Museum.

Minimum staffing level

1 F/T Curator £16,500

1 P/T Assistant £14,500 pro rata

Plus County support

If no TIC 2 P/T front of house staff would also be needed at approx £13,000 pro rata

Ideal staffing level

1 F/T Curator £18,000

1 F/T Assistant £14,000

1 P/T Educator £18,000 pro rata

1 P/T Technician £13,000 pro rata

Plus County support

If no TIC 3 P/T front of house staff would also be needed at approx £14,500 pro rata

Ms Spry gave the Task Group an indication of the cost of materials and equipment for storage and displays. The list included:-

Acid free boxes (object storage):

➤ Document boxes: 1 = £3.15; 50 = £134.00

➤ Shoe boxes: 1 = £8.00; 50 = £340.00

➤ Costume boxes: 1 = £17.00; 10 = £145.00

Acid free tissue paper (object protection): 1 roll = £54.00 500 sheets = £135.00

Advertising and displays

➤ Great Ideas for Schools £295.00

➤ Worcestershire Visitors Guide £25.00

➤ Teacher's Guide £150.00

➤ Local Press (advert) £124.00

➤ Library exhibition space £25.00

➤ A1 Foamex display panels (from) £150.00 each

➤ Promotional leaflets (from) 10,000 = £650

➤ A2 posters: (from) 20 = £190.00

Ms Spry told the Task Group that if the Museum were to remain under Council control, the Council would need to identify the basic budgets through external funding that would enhance the service. No external funding would be available to the Museum unless the Council made a firm and sustainable long-term commitment to the Museum. The Council must commit to accreditation to stand any chance of receiving extra funding for the service.

6.9 DISPOSALS

All Museums accept that it is vital to dispose of objects in order to carry on collecting what is important. Museums need to be able to do both and the mechanisms must be in place to do both. Disposing of parts of the collection would improve the care of other objects, reduce the risk of damage to other objects increase the amount of available storage, make better use of Curatorial time and resources, allow improved access to the collection, enable handling and/or educational collections to be established, enable a more coherent story to be told and prevent the wasting of resources on objects which are of little use/interest.

7 EVIDENCE FROM THE MUSEUMS, LIBRARIES AND ARCHIVES COUNCIL AND THE COUNTY MUSEUM'S SERVICE

7.1 The Task Group discussed with Robin Hill, Worcestershire County Council County Museums Officer and Mike Cook from West Midlands Museums, Libraries and Archives Council (MLA), their views on the future of Bromsgrove Museum.

7.2 Mr. Cook stated that MLA undertook a strategic role guiding Museums and galleries across the region. The County Council provided more "pastoral care" by providing funding for Museum Development Officers who could offer day-to-day advice and guidance. The MLA had a major interest in what happened to Museums and to other culture and heritage services in a general way, and managed the Accreditation Scheme. The Accreditation scheme had four main areas which Museums needed to have minimum standards; governance and management; user services; visitor facilities, and collection management. The MLA encouraged Museums to look beyond the minimum requirements of accreditation. Accreditation, attendance and active participation, e-delivery, the level of volunteering and the involvement of targeted groups (social inclusion) were seen as essential areas of work for Museums. The MLA also placed importance on a sense of identity/belonging, lifelong learning and collection/collection management. It was also keen to foster the capacity of Museums to engage in partnerships (libraries/archives), together with public service partnerships and possibly with the private sector. Mr. Cook supported improving the marketing of the Museum.

7.3 Mr. Cook felt that it was important that a town such as Bromsgrove should have a Museum and he stressed that the MLA would be willing to support the Council in any way they could to ensure it provided a viable service, and to assist in working in a positive way to achieving accreditation.

7.4 Mr. Hill confirmed that his job was, in part, to provide support that, traditionally, the Regional Museums Council had provided and that the MLA was now delegating to the County Museum service. He saw his role as a 3-way split, looking after the County Museum at Hartlebury, acting as a Museum Development Officer supporting a variety of smaller Museums and fostering good practice. He assisted with accreditation issues, held seminars and helped with the administration of a grant-aid scheme. He also provided services to Museums and for the last five years had been providing a contracted service to the Bromsgrove Museum through the provision of curatorial support.

- 7.5 Mr. Hill saw the Museum in much the same light as the Mr. Cook and felt that it did have a future, having many strong points. On being asked for their views about a possible re-location of the Museum, Mr. Hill expressed the view that to move the Collection to Avoncroft would require considerable adjustment on Avoncroft's part and would involve a significant financial commitment. Mr. Hill stressed that, whilst the potential of the Museum was huge, it was largely unrealised at present and that a decision on its future was crucial in order to unlock potential funding. Mr. Hill stressed the importance of preparing a Forward Plan.
- 7.6 Mr. Hill and Mr. Cook were asked about the correlation of the Disability Discrimination Act (DDA) and Accreditation. The Task Group was advised that there must be a willingness to make "reasonable adjustments" to comply with the DDA. It was stressed that there were a number of ways to overcome the structural barriers presented by buildings to the less able.

8. CONSULTANTS REPORTS

- 8.1 The Task Group considered reports prepared two consultants on the future operation of the Museum. One was prepared in March 2002 by Stuart Davison and the other in May 2004 by Nicole Burnett.

8.2 Burnett Report Summary

- 8.2.1 Nicole Burnett was commissioned the Council to develop a new exhibition telling the story of Bromsgrove and its residents. The objectives of the new exhibition and re-interpretation of the Museum were identified as:

- The provision of a well-researched, up-to-date exhibition of the Bromsgrove District and its people
- To improve access to the exhibitions and displays for DDA compliance
- The provision of a focal point for the Museum on the ground floor next to the TIC, thereby attracting more people to the Museum
- The provision of positive publicity and increased local and regional interest
- To stimulate community interest and feeling of ownership in the areas heritage and in the Museum.
- To help increase visitor figures and to encourage repeat visitors, as well as school visits
- To make use of articles not currently on display
- To establish and provide the opportunity for partnership working

- 8.2.2 The report stated that the Upstairs Gallery, used as the main exhibition gallery, does not meet the criteria of the DDA, as it is not accessible to those with mobility difficulties. The display cases are of poor safety and security standards, and due to poor lighting the objects are difficult to see behind the glass. This is a valuable display area and should be used to best advantage. The Shop Gallery, was described as "visually very pleasing". There are issues with the long-term care of these materials, especially potential light damage.



8.2.3 The display in the Guild Room is poorly interpreted and there is little information on the objects or the Guild itself. The brief of the Backyard display has not been met, as there is a “mish-mash” of unlabelled and uninterrupted objects; this makes them meaningless. The impression of neglect was given. The Banshee Garage display is difficult to see due to poor lighting and are suffering from the extremes of environmental conditions. It is effectively an outside store.



- 8.2.4 Bromsgrove Museum, is a worthwhile institution that could have a valuable role to play in the community, but work needs to be done to establish this stronger identity. It was believed that the Museum should become a point of reference on the history of Bromsgrove District and any future exhibition should be targeted at increasing school visits.
- 8.2.5 A meeting with stakeholders was held and those who attended showed interest and concern in the future development of the Museum. It was felt that it had become disconnected with the community and that there was no feeling of ownership by local residents.
- 8.2.6 Burnett suggested a two part exhibition proposal; local history and social history. The local history part would be made up of mostly text panels with three object cases, reusing the three existing display cases. It would tell the story of the origins, development and change in the Bromsgrove area and the significant aspects of the areas heritage that has been identified. The social history of Bromsgrove, would reflect the need to show the everyday life of the areas inhabitants in the past. Such themes could include house and home, religion, food and drink, health, childhood, education, work, leisure and local politics/law. The focus of the exhibition should reflect the strongest parts of the Collection; the items from the period 1880 to 1920. This would encourage school visits, as the National Curriculum at Key Stage 2 studies the Victorian period.
- 8.2.7 Burnett outlined several interpretation methods. The text used on exhibition panels should be clear and written simply and in an easily understood by younger children. Object labels should be provided for every object on display; A series of free handout sheets could be made available on a variety of subjects. A Living History aspect could also be introduced, these could include first-person interpretation, personal testimonies, third-person and theatre.
- 8.2.8 In the short-term Burnett proposed that the Museum could improve access and maximise learning potential for visitors by:
- The Long Gallery – Remove the centre cases to maximise floor space; examples of the Guild material; display of Housman text panels; relocate the Bromsgrove Society archive, freeing the room to be used as an education room
 - The Street Scene – cleaning of the articles; re-interpretation so that it is more relevant; an audio tour for those with visual impairments; hands-on activities; construction of a small play shop
 - The Backyard Area – re-interpretation; object labelling; re-lighting and cleaning the Banshee display; assessment of environmental conditions
 - The Guild Room – cleared of collections and use as an exhibition preparation area, and for cleaning
- 8.2.9 Burnett identified the possibility of partnership working which would be of benefit of the Museum. Creating a programme of events two years in advance would ensure this possibility is maximised. Making reference to other institutions, such as Forge Mill or Droitwich TIC could result in a reciprocation programme, mutually directing visitors to other institutions. Joint exhibitions with The Bromsgrove Society, The Housman Society or the Bromsgrove Guild could also be a possibility.

8.3 Davison Report Summary

8.3.1 Stuart Davison was commissioned by the Council to undertake a review of Bromsgrove Museum and to develop a strategy for the future of the Museum. The key issues which were identified were :

- the role and purpose of the Museum and its collections management
- the suitability of the current location
- the potential to operate in partnership with third parties
- increasing visitor/user numbers

8.3.2 The collections provide a strong basis for presenting the local history of Bromsgrove and its District. The way forward should maximise the benefit to the local population and increase the audience reached. This strength can be augmented through partnership links with other cultural heritage organisations.

8.3.3 In Davison's view the lack of a significant tourist audience in Bromsgrove argued against attempting to produce a stand-alone visitor attraction based on non-local themes. Whilst it is possible to redevelop the Museum on its existing site, Davison did not consider that the potential end result would justify the considerable expenditure that would be required, and a number of significant opportunities would be lost in the process. He recommended the development of a new Museum site, in partnership with others, as the best way of achieving an effective Museum provision clearly focused on the available audiences.

8.3.4 Davison considered the question of whether the Museum continued to be a direct function of the District Council or whether it should be transferred to another governing body, e.g. a charitable Trust. He did not believe that a change of governance in itself will resolve the fundamental problems faced by Bromsgrove Museum, and that the process of such a change could inhibit the necessary dialogue that needs to be undertaken with potential partners.

8.3.5 Davison argued that the District Council needs to adopt a clear objective for its Museum service, and then to rationalise the collections to fit that objective. The objective might be summarised appropriately in a mission statement such as "Bromsgrove Museum provides the means to enjoy and understand the history and heritage of the District".

8.3.4 This short statement could be expanded with a list of the principal functions associated with achieving that mission:

- preserving material heritage of local relevance and maintaining related documentary information
- providing access for all to the district's history through displays, exhibitions, multimedia presentations, events, and activities
- providing learning opportunities

8.3.5 Establishing a clear purpose for the Museum requires a clear collecting policy. This should be derived from the mission statement and designed to enable the achievement of the Museum's objectives. In broad terms, the Museum should collect material (including associated documentary sources) which represents the social history of Bromsgrove District from 16th Century to the present day. This would include themes such as :

- The Bromsgrove Guild
- industrial development
- personal and domestic life
- community activity

- 8.3.6 In particular the policy should include contemporary collecting. This will not only contribute to the continuity of the collections but will also enable exhibition and learning programmes to relate past events to present-day situations.
- 8.3.7 Davison saw the completion of a basic catalogue of the collections is a pressing priority. Ideally, sufficient time ought to be allocated to this task to enable a catalogue to be produced in less than one year. A realistic compromise might be to double the present amount of staff-time allocated which would enable the catalogue to be completed within 15 to 18 months. Once a catalogue has been completed, a process of rationalisation needs to be undertaken - retaining only those collections which contribute to the newly adopted objectives for the Museum and disposing of those which do not, in accordance with the approved disposals procedure.
- 8.3.8 Davison stated that the current storage conditions at the Council depot are unsatisfactory. In the immediate short-term the collections need to be accommodated within a weatherproof structure that can afford a reasonable degree of environmental control, and crucially that will enable staff to work on the collections in storage for documentation and other purposes. In the longer term, after rationalisation, the retained collections need to be housed in a permanent location that meets appropriate standards and provides for convenient access on site with the public areas of a new Museum development would be the ideal situation. The ongoing need for care, management, and development of the collections requires a full-time appropriately qualified Museum professional.
- 8.3.9 Davison concluded that the audiences to be served by Bromsgrove Museum are essentially local ones - including local schools, and also including 'visiting friends and relatives' as part of this local audience. The Museum should seek to provide opportunities for all in relation to lifelong learning; from formal provisions aimed at supporting the curriculum needs of schools, to enabling leisure interests such as local and family history. The Museum should seek to be the definitive source of information, enlightenment, and education on all aspects of the District's history and heritage; and should fulfil this aspiration in ways that are enjoyable, and encourage participation and a sense of ownership within the local community.
- 8.3.10 In addition, the Museum should be the prime source of information about the Bromsgrove Guild and should provide the definitive presentation on this subject - both physically in exhibition form and in virtual form through a website to enable it to meet the audience for this subject which is world-wide.
- 8.3.11 Developing an exciting range of events, activities, exhibitions, and other multimedia presentations will require a substantial amount of staff time over and above the care of collections, and would require staffing dedicated to devising and implementing such a varied programme. This function should be shared across all partners in a joint development.
- 8.3.12 The obvious potential candidates for partnership involvement with the Museum are as follows:
- Library Service local studies collections
 - County Archives
 - local history collections of Bromsgrove Society
 - owners of Bromsgrove Guild material (principally the County Museums Service)
- A dialogue should be initiated with all of these potential partners at an early stage to :
- . establish the common objectives in relation to cultural heritage
 - . explore the interest in pursuing a joint development project in Bromsgrove
- 8.3.13 In the absence of a detailed joint development plan, the most crucial point to make is that such a proposed development will need to satisfy the criteria for support from the likely major grant-

giving sources, such as the Heritage Lottery Fund. The following aspects of the recommended way forward will all contribute to a successful application:

- reaching new audiences with an existing Museum collection
- meeting more effectively the needs of the local community, and
- enhancing opportunities for community participation
- reaching across authority boundaries to collaborate with library and archive services in a multidisciplinary approach
- direct community involvement from partners such as the Bromsgrove Society

8.3.14 Other aspects such as building design and an imaginative approach to service provision would also be developed to meet the high standards and innovation expected of grant-supported projects.

9. DISABILITY DISCRIMINATION ACT IMPLICATIONS

9.1 The Task Group considered the Access Audit report on the Museum and TIC which had been prepared by Mouzer Associates on behalf of the Council, in October 2002. A summary of the findings of the report is set out below. The costs shown are based on 2002 estimates.

Approach to the Site

Consider directional sign to indicate location of the Museum from the downward side of the road. Ensure that the colour contrast, size of text and font is compatible to RNIB recommendations. **Priority** As part of ongoing maintenance programme **Cost** £0 - £500

Car Parking

Consider the provision of accessible parking on the road near the Museum or utilise the courtyard area at the front of the building (on the left hand side).

Use yellow markings, 3600mm minimum width and 5600mm minimum length – use the blue badge with your sign. **Priority** As part of next refurbishment **Cost** £501 - £2500

Entrances

The current main entrance presents real issues pertaining to access by a wheelchair – consider using the fire door exit as an alternative main entrance point. **Priority** As part of next refurbishment **Cost** N/A

Reception and Lobby areas

- Counter to be lowered to 700/750mm, along with a recess of 600mm, to allow easier access for a wheelchair user. **Priority** As part of next refurbishment **Cost** £501 - £2500
- Install a hearing loop system. **Priority** As part of next refurbishment **Cost** £0 - 500
- Install a textphone. **Priority** As part of next refurbishment **Cost** £0 - 500
- Via the lobby area, there is a fire escape exit door that opens over a step that is 100mm – consider ramping this area to enable smooth egress from the building. **Priority** As soon as possible **Cost** £501 - £2500
- It is in this area (the lobby) that the proposed main entry point could be. **Priority** As part of next refurbishment **Cost** N/A
- Consider provision of additional seating that offers high back and arm support. **Priority** As part of next refurbishment **Cost** £0 - 500
- Remove seating directly below the 2 display lamps or re-site the lamps elsewhere. **Priority** urgent low cost or immediate health and safety risk **Cost** N/A

Entrance in to the Museum

- The slope down to the side door should be made level to this door. **Priority** As part of ongoing maintenance programme **Cost** £501 - £2500
- Alternatively, the step is distinctively colour contrasted and a sign is placed at eye level on both sides of the door warning people about this step. **Priority** as soon as possible **Cost** £0 - £500
- The last step to the metal fire escape in the backyard requires distinctive colour contrasting to alert people with a visual impairment as to its existence. **Priority** as soon as possible **Cost** £0 - £500

Around the Buildings

Museum (outside backyard)

- Consider opening up the back entrance to the building from the side road – this may be of consideration when reviewing the possible re-organisation of the main entrance – an example could be the issue of an entry pass that allows someone in a wheelchair to gain access to the backyard via the side road. **Priority** as part of next refurbishment **Cost** N/A

Museum (1st Floor – right turn at top of stairs)

- Re-paint window guard with a distinctive colour contrast (by the salt making display). **Priority** as part of ongoing maintenance programme **Cost** £0- £500
- Consider tinting the window or providing blinds for those windows that letting in a lot of glare that reflects against the display cabinets. **Priority** as part of ongoing maintenance programme **Cost** £501-£2500
- Replace existing chair for one that offers high back and arm support. **Priority** as soon as possible **Cost** £0 - £500
- Consider replacing the existing flooring cover with the same pine effect parquet flooring as the other side or consider replacement carpet with a more distinctive brighter colour contrast. **Priority** as part of next refurbishment **Cost** £501 - £5000
- Consider information notices that are easier to see and read (colour contrast, size of text, style of font etc) and these to be placed at the front of display units. **Priority** as part of next refurbishment **Cost** £501 - £2500



Museum (1st Floor – left turn at top of stairs)

- As you enter, to the left the edge of the glass display cabinet can be lost against the pine flooring – paint this edge with dark, distinctive colour contrast. **Priority** Urgent low cost or health and safety risk **Cost** £0 - £500
- Consider information notices that are easier to see and read (colour contrast, size of text, style of font etc) and these to be placed at the front of display units. **Priority** As part of next refurbishment **Cost** £501- £5000

Accessible Toilets

Consider converting adjoining ladies and gents toilets into one unisex accessible toilet, with one cubicle fitted out with the usual accessible fittings etc. **Priority** As part of next refurbishment **Cost** £501 -£5000

Information

Consider review and revamp of the 'Bromsgrove Museum' and 'Bromsgrove and its rural surrounding' Leaflets to incorporate accessible numbers and that they are available in alternative formats. **Priority** As part of next refurbishment **Cost** £501 - £2500

Management Issues

- Re-organisation of reception and the main entrance should be seriously considered in order to make the Tourist Information Centre and the Museum more accessible to the greater disability community (15% of the community have a disability). **Priority** As part of next refurbishment **Cost** N/A
- Consider an interactive service to those people who cannot access the Museum – a video could be made. **Priority** As part of next refurbishment **Cost** £501 - £5000
- The introduction of a fee to see the Museum should also be considered.

Way-finding signs strategy to be planned and implemented

Consider all aspects of directional and information signs and design a corporate style of display. **Priority** As part of next refurbishment **Cost** £501 - £5000

Peeps (Personal Emergency Evacuation Procedures)

Review present procedures and ensure they are robust in terms of ensuring that disabled customers and staff are covered. **Priority** As part of next refurbishment **Cost** N/A

Communication

Review and evaluate provision of services – are your telephone services accessible, websites accessible. **Priority** As part of next refurbishment **Cost** N/A

Information

Review all provision of information leaflets, flyers, notices, forms etc. **Priority** As part of next refurbishment **Cost** N/A

Customer Evaluation

Review and evaluate current procedures for complaints and customer satisfaction surveys – are they accessible for all people with disabilities.

Disability Policy & Procedures

Review and evaluate current policy and procedures.

- 9.2 Members expressed the wish that the Museum's exhibits should be accessible to all, although it was conceded that there were a number of ways of achieving this aim.

10 COUNCILLOR MRS J. M. L. A. GRIFFITHS

- 10.1 The Task Group sought the views of Councillor Mrs. J. M. L. A. Griffiths as she was the portfolio holder responsible for the Museum. Councillor Mrs. Griffiths stated that the Executive Cabinet did not have a fixed view of the future of the Museum. The Executive Cabinet were awaiting the outcome of the Task Group's deliberations and investigations before they would come to any conclusions on the way forward.

11 AVONCROFT OPTION

- 11.1 Members were of the opinion that as part of their investigation they should consider the possibility of relocating the Museum to Avoncroft Museum as this may have benefits both in terms of cost savings and more importantly of greater public access to the collection. The Task Group held a special meeting with representatives of Avoncroft Museum. A summary of the outcome of that meeting is set out below.
- 11.2. Avoncroft was developing plans for a new entrance facility that would involve a bid to the Lottery Heritage Fund. This bid has not yet been made as Avoncroft are waiting to confirm whether or not it was likely that the Bromsgrove Museum Collections including the Norton Collection could be transferred to Avoncroft. If The Collections were to be moved to Avoncroft, a larger, revised bid would have to be submitted to ensure that the building created could display The Collection in the new Reception/Entrance building and to provide additional storage areas to house those parts of the collection not on display. Any bid would be dependent on match funding; a bid of over £1million would increase the amount that had to be matched from 10% to 25%, for which Avoncroft would look to Bromsgrove Council to provide. There are also further costs of transferring the collection; it is believed that it would cost Avoncroft around £45,000 extra per annum to house The Collection, funding which Bromsgrove Council would provide by agreement in the long-term. If the Heritage Fund bid were unsuccessful, Avoncroft would only house the collection if the necessary resources were provided by Bromsgrove Council.
- 11.3 The issue of the number of visitors to each Museum was considered. Avoncroft's latest visitor figure recorded over 40,000 visits, of which 11,000 were school visits. Members believed that the relocation of the Collection to Avoncroft would lead to greater exposure to the exhibits than was the case at present. One member observed that the majority of the visitors to Avoncroft were from outside the district, and suggested that a concessionary rate could be available to the local population.
- 11.4 If the Collection were to be housed at Avoncroft, Avoncroft would require that certain criteria were satisfied as a condition of the partnership between Bromsgrove Council, Worcestershire County Council (WCC) and Avoncroft. The Collection would need to be catalogued to Registration/Accreditation standard in order to ensure that they did not threaten Avoncroft's Registered status. Items, which were transferred, would need to be free from conditions as to how they should or could be used. Every effort would be made to ensure the wishes of the Bromsgrove Museum's Trustees were met, however Avoncroft would need to be able to use the items in any way that was necessary to meet their own objectives. Avoncroft would also like to continue developing the existing partnership between Bromsgrove Council and WCC.

- 11.5 Alternative possibilities for the future of the collection were discussed. The former Director of Leisure Services suggested that, depending on how or if the Collection might be transferred there were a number of options that could be considered, for example, it may pass from one charity to another, a joint charitable trust could be set up or, alternatively, it could remain with the existing Trustees (Bromsgrove District Council). This could be in the form of a 'service level agreement' being established with Avoncroft, for a fixed period of, for example, five years.
- 11.6 The representatives of Avoncroft were of the opinion that if the status quo were maintained with regards to The Collection and Museum, it would need more than mere curatorial support to improve matters, whereas at their site there was a "core team" already in place able to support the Collection.

12 BEWDLEY MUSEUM

- 12.1 The Task Group considered it important to visit a Museum of a similar size to Bromsgrove, which also included a TIC. Consequently the Task Group visited Bewdley Museum on Friday 15th April 2005. A summary of the main points learnt from the visit is set out below:-
- Bewdley Museum houses over 30,000 exhibits, some of which are on temporary show and others kept in storage and rotated according to their programme.
 - Bewdley Museum has a budget of around £147,000 for the financial year 2005/6, excluding the cost of the Tourist Information Centre, which is part provided by Wyre Forest District Council (WFDC).
 - Two full-time and two part-time members of staff are employed at a cost of just over £70,000 as well as four seasonal staff at a cost of around £13,000.
 - The promotion budget for the current year is around £2,300. Types of promotion used include in-house publicity, regional guides/brochures, national guides, educational materials and direct mail, which is sent to hotels, interest groups, local clubs and previous visitors for example.
 - A few years ago WFDC decided that it was no longer going to fund the operations of Bewdley Museum, however local campaigning managed to reverse this decision for two years and Bewdley Museum is now a permanent part of WFDC's budget.
 - Bewdley Museum has a Management Committee, which oversees the running of the Museum, sets targets and agrees a common purpose. It is made up of nine voting members, comprising of representatives of Wyre Forest District Council (WFDC), Friends of Bewdley Museum (FoBM) and the Guild of St. George. There are three non-voting members and the committee can invited non-voting persons in for advice.
 - Bewdley Museum has had a policy of free admission for the last two years. Before this was implemented, Bewdley Museum had an attendance of around 10,000 visitors a year, which has tripled to around 30,000 since free admission. Bewdley Museum still charges for school visits with prices ranging from £1.50 to £6 per pupil for small activities, half-day events and full-day events.
 - They have links with over 800 schools. Around 2,000 school pupils attend Bewdley Museum every year and traditionally most of these pupils are from the seven to eleven age group, however younger children are increasingly visiting.
 - Workshops are also offered that are provided through partnership with local craftsmen. For a payment of rent between £500 and £800 per year, craftsmen provide instruction and guides as to how their trade works, which they must provide three out of four weekends in a month. These trades include clay pipe making, pewter-making, skipping rope making and painting. All the goods produced at the Museum are sold in the shop with the money going straight to the craftsmen; the Museum does not receive a portion of this.

13 SCHOOLS CONSULTATION

- 13.1 The Task Group became aware of a lack of visits from schools/students throughout the District to the Museum. The Task Group was concerned to know why schools were not making use of the Museum.
- 13.2 Councillor McDonald reported that the Head of History at Waseley Hills High School had indicated that “they don’t take Bromsgrove Museum that seriously”, that there was “no focus” and should engage in more “eye-catching publicity”. The school tended to visit to places such as Liverpool, the Imperial War Museum, London or the Black Country Museum the school would not visit anywhere unless there was equality of access for all students.

14 SUMMARY OF PUBLIC CONSULTATION

- 14.1 Members agreed that there was a need to involve the public as part of the work of the Task Group in order to be able to understand why the public did or did not visit the Museum. Members were informed that visitors to the Museum were encouraged to complete “feed back” forms giving their comments on the Museum.
- 14.2 The Task Group issued a press release drawing attention to the work of the Task Group and asking members of the public to submit their comments on the operation and future of the Museum and TIC. The public, for the first time as part of a scrutiny exercise, were also offered the opportunity to submit comments via the Council’s website. The comments received in response to the public consultation exercise are attached at Appendix B. The Task group considered all the comments received.

15 TOURIST INFORMATION CENTRE

- 15.1 The Worcestershire Chief Executive’s Panel had considered a report on a shared services approach to tourism in Worcestershire and had agreed, with some reservations, to the setting up of a Destination Marketing Organisation, which would involve a single organisation responsible for all aspects of marketing for the County, including the management of Tourist Information Centres. This would operate under the direction of a public/private partnership, involve the transfer (or secondment) of staff and be supported, through Service Level Agreements, by Districts and County. A Project Manager would be appointed to carry out further work to produce a Business Plan that was more appropriate to the requirements that the District Councils had outlined. Districts were also concerned over the amount of monies they were expected to put into the organisation, and have clarified that the Business Plan would include a number of assumptions, i.e., that there would be a transfer of existing tourism staff, who would primarily have a marketing role, and that there was to be an option for T.I.C.’s to remain independent although functionally integrated. Two organisational options were also identified; (i) to be hosted by a participating local authority; or (ii) for it to be hosted by an existing organisation, and that very much a part of the next stage considerations would be whether or not such an organisation would be viable with local authorities contributing a lesser amount in terms of finances that they are currently putting into tourism. There was also a high expectation from the local tourism industry who were hoping that the creation of a Destination Marketing Organisation would take place in the not too distant future, likewise from Advantage West Midlands, who had been responsible for the creation of a regional tourism strategy. It was noted that the Chief Executive of Wyre Forest District Council had been nominated as a “champion” to take the project forward.

16 ADVICE FROM THE HEAD OF LEGAL SERVICES

16.1 The Task Group wanted to know if it was possible to change the trust deed that covered the Norton Collection. The former Head of Legal Services advised that the Trust Deed could be changed if the Charity Commission could be convinced that to do so would be for the long term benefit of the collection covered by the Trust document. The process of changing the document was a potentially lengthy one in which all interested parties, including Mr Norton would be invited to give their views on any proposed changes.

17 VALUATION

17.1 The Task Group wanted to know how much the Museum Building was worth. The Council's Property and Valuation Officer advised that, subject to conditions relating to the construction of the building, usual surveys of the building etc if sold on the open market the Museum building would fetch in the region of £325,000.

18 FINANCIAL INFORMATION

18.1 When the Task Group initially considered details of the costs of running the Museum and TIC they were informed that the general budget for the year 2004/5 was £55,600. This budget included £4,000 for monthly wages. The Museum's budget includes £1,000 for promotion and £2,700 for cataloguing and new displays and totals £18,700. The TIC, which has an overall budget of £26,300, spent £26,000 on two part-time staff and one cleaner. Overall, the Museum and TIC has a total service provision cost of £100,600. The details of the budgets for current financial year are set out at pages 24-26

18.2 The Task Group questioned who was responsible for the Workshop rent reviews and why had the income figures for the Workshop not been converted to a "projected" figure, the Group were advised that the responsibility for rent reviews of the Workshop had only been within the remit of the Leisure Services Directorate over the last twelve months.

18.3 When the Task Group drew up its initial recommendations it asked for a detailed breakdown of the likely costs of the various options which could be recommended to the Executive Cabinet. These are shown on pages 24- 26 .The figures show:

- A breakdown of the costs for each area of the Museum's activity including costs of potential improvements in service
- The costs to the Council of carrying out those activities before any transfer to Avoncroft
- The costs to the Council of carrying out those activities following any transfer to Avoncroft
- The costs to the Council of carrying out those activities at a new site
- The costs to the Council of carrying out an improved range of activities on the current site
- The costs to the Council of carrying out the current level of activities at the Museum.

18.4 In 2006 the Task Group was informed by the Head of Financial Services that as part of the review of the Council's medium term financial plan a number of savings were identified to ensure a balanced budget for 2007/08 and 2008/09. The nature of the savings had been identified on the basis that they were not directly linked to the priorities of the Council. Within the Culture and Community Services Department a saving had been proposed which would mean the closure of the Museum with effect from 2007/08 and therefore there was currently no provision for funding of this service in future years. [During the summer of 2006 there was to be a review of service provision and associated costs within various departments of the Council with the intention to mitigate the need to close facilities. Members felt that this development meant that there was a need to totally review their proposed recommendations.](#)

Requirement	Budget Costs	Avoncroft Option (before transfer - 3yrs)	Avoncroft Option (after transfer - in perpetuity)	New location	Improved Service - Present Location	Existing Service
Expenditure						
Exhibitions and displays	7500.00	1000.00	-	7500.00	7500.00	800.00
Events	2500.00	-	-	2500.00	2500.00	-
Education	2000.00	-	-	2000.00	2000.00	-
Disaster planning	1000.00	1000.00	-	1000.00	1000.00	-
Curatorial hardware	12000.00	-	-	12000.00	12000.00	1261.00
Staff - F/T Curator	18000.00	18000.00	-	18000.00	18000.00	-
Staff - F/T Assistant	14000.00	28000.00	-	14000.00	14000.00	-
Staff - P/T Educator	7000.00	-	-	7000.00	7000.00	-
Staff - P/T Technician	7000.00	-	-	7000.00	7000.00	-
Staff - Freelance project worker	1000.00	-	-	1000.00	1000.00	-
Additional staff costs	12000.00	2000.00	-	12000.00	12000.00	-
Staff - P/T Curatorial Officer - Pro rata	16075.00	-	-	-	-	16075.00
Insurance	2300.00	2300.00	-	2300.00	2300.00	2253.00
Audience Development	7000.00	7000.00	-	10000.00	7000.00	5407.00
Additional everyday expenses	2000.00	2000.00	-	2000.00	2000.00	2000.00
TIC running	26457.00	26457.00	26457.00	26457.00	26457.00	26457.00
Utilities	8900.00	8900.00	6000.00	7000.00	8900.00	8817.00
Repairs/Maintenance/cleaning/refuse collection	4500.00	4500.00	4500.00	4500.00	4500.00	4371.00
Refurbishment of foyer (with Curator, assistant and technician)	2000.00	-	-	-	2000.00	-
Refurbishment of Local history gallery (as above)	2000.00	-	-	-	2000.00	-
Refurbishment of shop gallery (as above)	1000.00	-	-	-	1000.00	-
Christmas Santa's Grotto	1500.00	-	-	1500.00	1500.00	-
Develop school room	2000.00	-	-	2000.00	2000.00	-
Redeveloping storage area to display area	10000.00	-	-	-	10000.00	-
Access improvements/Structural alterations	100000.00	-	-	-	100000.00	-
Payment to Avoncroft	44000.00	-	44000.00	-	-	-
Altering Trust Deed	5000.00	5000.00	5000.00	5000.00	5000.00	-
Storage (to be considered)						
Avoncroft Lottery Project Bid	81000.00	81000.00	-	-	-	-

Transfer of material to alternative location	7000.00	7000.00	-	7000.00	-	-
Purchase and fitting out of new building		-	-		-	-
Total		194157.00	85957.00	151757.00	258657.00	67441.00
Total (including one off payments)		194157.00	85957.00	151757.00	258657.00	
Total (excluding one off payments)		101157.00	80957.00	136257.00	135157.00	67441.00
				Plus considerable unknown costs		

* = denotes initial or one off outlay
 ? = Unknown sums - these will need more research and are likely to be variable.
 # = Cost of building if only TIC
 ** = If more efficient heating etc used
 - = N/A

Income						
Income - workshop	1681.00	1681.00		-	1681.00	1681.00
Income - sale of buildings	325000.00	-	325000.00	325000.00	-	-
Income - retail	8405.00			8405.00	8405.00	8405.00

Account		C/Centre	
Monthly salaries (@ Cncl Hse)	ED91	Museum and TIC - general	10,895
Employers' liability insurance	ED91	Museum and TIC - general	218
External repair/maint. by non-CIS contractors	ED91	Museum and TIC - general	1,824
Electricity	ED91	Museum and TIC - general	1,617
Business rates (NNDR)	ED91	Museum and TIC - general	5,775
Water charges	ED91	Museum and TIC - general	164
Internal fixtures/fittings - maint'ce	ED91	Museum and TIC - general	2,101
Cleaning and domestic supplies	ED91	Museum and TIC - general	235
Refuse collection (trade waste)	ED91	Museum and TIC - general	210
Building insurance (incl. fixed plant)	ED91	Museum and TIC - general	944
Clothing and uniforms	ED91	Museum and TIC - general	525
General insurances	ED91	Museum and TIC - general	400
Telephones	ED91	Museum and TIC - general	1,051
General Expenses	ED91	Museum and TIC - general	105
Miscellaneous expenses	ED91	Museum and TIC - general	0
Support service/IBU recharges	ED91	Museum and TIC - general	9,012
		Museum and TIC - general Total	35,077
Materials - purchased	ED93	Museum and TIC - museum	1,051
Stock for resale (excl. food)	ED93	Museum and TIC - museum	5,253
General insurances	ED93	Museum and TIC - museum	691
Miscellaneous services	ED93	Museum and TIC - museum	16,075
Printing and stationery	ED93	Museum and TIC - museum	1,576
Telephones	ED93	Museum and TIC - museum	210
General expenses	ED93	Museum and TIC - museum	210
Marketing/promotion/publicity	ED93	Museum and TIC - museum	1,156
Miscellaneous expenses	ED93	Museum and TIC - museum	2,837
Support service/IBU recharges	ED93	Museum and TIC - museum	19,412
INCOME Sales	ED93	Museum and TIC - museum	-8,405
		Museum and TIC - museum Total	40,065
Monthly salaries (not@CnclHse)	ED95	Museum and TIC - tourist information	11,375
Printing and stationery	ED95	Museum and TIC - tourist information	315
General expenses	ED95	Museum and TIC - tourist information	51
Support service/IBU recharges	ED95	Museum and TIC - tourist information	4,032
INCOME Sales	ED95	Museum and TIC - tourist information	-210
		Museum and TIC - tourist information Total	15,562
Non Domestic Rates	ED98	Workshops r/o Museum	578
INCOME Housing and garage rents	ED98	Workshops r/o Museum	-1,681
		Workshops r/o Museum Total	-1,104
		TOTAL COST	89,601

19 CONCLUSIONS

19.1 The Task Group reached the following conclusions:-

- Bromsgrove Museum played a valuable role in providing the residents of Bromsgrove and surrounding areas with a range of information about the area which was not available elsewhere and it was important that this resource should not be lost. This was reflected in the comments received from the public.
- Members appreciated the hard work of the curatorial staff and recognised that that work by the current staff had improved both the profile of the Museum and visitor numbers.
- Doing nothing about the future of the Museum was not an option
- Whilst the location of the Museum close to the Town Centre was useful it was not well enough sign posted and many people were unaware of it. In addition the building suffered from a number of problems such as poor disabled access, lack of parking, lack of on site storage and some of the display cases no longer being suitable for purpose.
- The storage of items of the collection at the Council's depot was not ideal and in some cases was leading to items not being stored in a way that was beneficial to their long term retention.
- The collections were not fully catalogued and it was therefore not possible to provide an accurate record of all the items in the collection. To carry out the cataloguing process would take a period of years rather than months.
- The Museum was not accredited and therefore was not able to seek and receive a number of forms of funding. The accreditation process would involve time, expenditure and commitment to move the museum forward. If the museum remained in its current location a move towards accreditation would be vital.
- The experience of Bewdley Museum showed that with sufficient funding and a proper management board a small museum could be successful.
- The reports from the consultants and the advice from the Museums, Libraries and Archives Council and the County Museums Service showed that Bromsgrove Museum had the potential to significantly improve, however such improvements would require significant investment in the building, collection management and marketing.
- Local schools whilst willing to make use of the Museum and the collections would not do so until they could see how visiting the museum could meet the needs of the national curriculum
- The trust document entered into regarding the Norton Collection needed to be reviewed whatever recommendations the Task Group made as it was too restrictive and not beneficial to the long term management of the collection especially regarding the disposal of items.
- The cost of relocating the museum to another building within Bromsgrove Town centre would be prohibitive.
- It was recognised that Avoncroft Museum attracted a substantially larger number of visitors than the Bromsgrove Museum. Any transfer of the collections housed at the Bromsgrove Museum to Avoncroft would enable a larger number of people to see the collections. However such a move would remove the collections from central Bromsgrove. Avoncroft Museum was willing to take on the collections subject to certain criteria including funding being met.
- The collections currently housed at the Museum should continue to be available to the people of Bromsgrove either in their current location or at Avoncroft
- The fact that the museum no longer met the corporate priorities of the Council meant that there was no funding for it in 2007/8 and therefore unless another solution could be found the museum was likely to close.

- However if the Museum were to remain in its present location the Council would need to ensure adequate funding, is provided to enable the Museum to fulfil it's long term potential on issues such as staffing, accreditation and Museum registration, storage and maintenance of the collection, displays, publicity, improving disabled access and education/outreach/audience development. A management board for the Museum should be established to enable the further development of the Museum and the collections. The management board to be made up of a mixture of Councillors, persons with technical knowledge of Museums and tourism and other interested local people.
- Whichever option was chosen for the future of the Museum funding would need to be made available to enable that option to be implemented. This would mean either the restoration and extension of budgets for the Museum to enable it to develop in it's current site or the provision of funding to enable the transfer of the collections to Avoncroft including the maintenance of the collections in the intervening period.

20 RECOMMENDATIONS

- 20.1 Initially the majority of the Task Group wanted to recommend that the Museum be retained in its current location, that additional funding be provided to enable it to develop, a management board be established and that the trust document be reviewed. The task group had been minded to recommend that as a fall back position that if funding to retain the museum was not available the option of moving the collections to Avoncroft be explored. The Task Group was agreed that the collections currently housed at the Museum should continue to available to the people of Bromsgrove either in their current location or at Avoncroft. However following the information received in 2006 that there was currently no budgetary funding for the Museum for the year 2007/8 it was felt that the Executive Cabinet should be recommended to choose between two options. The Task Group wanted to ensure that sufficient funding was included in the budget for 2007/8 and if necessary for future years to enable whichever option was chosen by the Executive Cabinet to be implemented.
- 20.2 The Executive Cabinet is recommended to choose one of the options set out below and to ensure that sufficient funding is included in the Culture and Community Services department revenue budget for 2007/8, and for future years if necessary, to enable whichever option is chosen to be implemented.

Option 1

- Bromsgrove Museum and the Norton Collection be retained in its current location
- Adequate funding, as detailed on pages 24- 26 be provided to enable the Museum to fulfil it's long term potential on issues such as staffing, Museum registration, storage and maintenance of the collection, displays, publicity, improving disabled access and education/outreach/audience development and that it be recognised that such funding will enable the Museum to attract additional funding from external sources in the future.
- A management board for the Museum be established to enable the further development of the Museum and the collections. The management board to be made up of a mixture of Councillors, persons with technical knowledge of Museums and tourism and other interested local people.
- The Trust document under which the Norton Collection was given to the Museum be amended to enable the Museum management board to manage the collection in the best interests of the collection and of the Museum. Such changes to the document should enable the acquisition and disposal of items within the collection.

Option 2

- Negotiations be entered into with Avoncroft Museum of Historic buildings to enable the transfer the Norton Collection and the other collections currently located at Bromsgrove Museum to Avoncroft Museum
- Subject to agreement being reached with Avoncroft Museum the Bromsgrove Museum building be sold and the capital receipt received be used to provide match funding for the Avoncroft Museum Heritage Lottery Fund bid to enable the creation of a new building at Avoncroft Museum to house the collections transferred from Bromsgrove Museum
- Revenue budget provision be made to enable the provision of curatorial services for the collections at Avoncroft Museum
- The Trust document under which the Norton Collection was given to the Museum be amended to enable the transfer and relocation of the Norton Collection to Avoncroft Museum and to allow Avoncroft Museum management board to manage the collection in the best interests of the collection and of the museum. Such changes to the document should enable the acquisition and disposal of items within the collection.

LIST OF APPENDICES

- A COPY OF TRUST DEED
- B PUBLIC CONSULTATION – FULL DETAILS
- C AVONCROFT PROPOSAL
- D ACQUISITIONS AND DISPOSALS POLICY

DATED 14th September 1992

D. C. NORTON ESQ.

and

BROMSGROVE DISTRICT COUNCIL

DECLARATION OF CHARITABLE TRUST

as within written

6/40165N

THIS DECLARATION OF CHARITABLE TRUST is made the 14th day of September 1992 **BETWEEN DENNIS CYRIL NORTON** of the one part and **BROMSGROVE DISTRICT COUNCIL** of the other part

1.0 **INTERPRETATION**

1.1 “Mr. Norton” means Mr. Dennis Cyril Norton of 6 Upland Road Norton Bromsgrove in the County of Hereford and Worcester and includes his heirs and successors in title

1.2 “The Council” means Bromsgrove District Council of The Council House Burcot Lane Bromsgrove aforesaid or other its assigns heirs successors in title or other public authority or body which may replace the Council by virtue of statute or any Regulation Order or Direction made thereunder

1.3 “The Norton Collection” means all those items collected by Mr. Norton during the period 1949 to 1992 which form part of what is presently exhibited stored or kept within the building known as “Bromsgrove Museum” Birmingham Road Bromsgrove aforesaid

1.4 “Bromsgrove Museum” means that part of the freehold premises at 26 Birmingham Road Bromsgrove aforesaid (shown for identification purposes only on the plan annexed hereto and thereon edged blue) presently owned by Mr. Norton within which The Norton Collection is presently exhibited to the public and wherein additional items are stored for future display conservation restoration etc. and within which the management of The Norton Collection currently takes place or such other premises within the Town Centre of Bromsgrove aforesaid as the Council may decide

1.5 “The Museums and Galleries Commission” means the Museum and Galleries Commission of 16 Queen Anne’s Gate London SW1H 9AA

1.6 “The Plan” means the plan annexed hereto

1.7 “The Town Centre” means the area edged red on the plan annexed hereto

2.0 **BACKGROUND**

2.1 With the object and intention of benefiting the citizens of Bromsgrove in particular and the public generally and in furtherance of public education Mr. Norton is desirous of giving The Norton Collection to the Council to hold the same upon the charitable trusts hereinafter declared

3.0 **DECLARATION**

Mr. Norton gives The Norton Collection to the Council **UPON TRUST** to hold and apply the same for the charitable purpose of promoting the education of the citizens of Bromsgrove and the public generally and subject to the following terms and conditions

4.0 **TERMS AND CONDITIONS**

4.1 The Council shall promote the contents of The Norton Collection presently housed within the Bromsgrove Museum at all times hereafter as “The Norton Collection” and the Council shall not cause or permit The Norton Collection to be known or publicised under any other name wherever it (or part of it) may be exhibited or otherwise kept for whatever purpose

4.2 The Council shall be responsible for the display and conservation of The Norton Collection and shall for this purpose appoint such staff as it thinks fit and proper at its own expense

4.3 The Norton Collection shall be displayed within the Town Centre and shall be open to viewing by the public during such hours and such days as the Council may determine but so that it shall not be open for less than 195 hours per month from 1st March to 31st October and from 1st November to 28th February 143 hours. The Council shall be entitled to make such admission charges as it wishes if it considers any charge to be appropriate and any charge made for entry shall be applied for the charitable purposes of this Deed. Such parts of The Norton Collection as are not on permanent public display at any given moment may be stored outside the Town Centre but shall not as a result cease to be part of the Collection. This requirement shall not prevent the storage of part of The Norton

Collection in order to accommodate travelling exhibitions and displays but shall not operate in such a way as leads to the storage of any part of The Norton Collection in order to enable the Museum to accommodate anything other than such an exhibition or display (save for normal staffing)

4.4 The Council shall within two years of the date hereof arrange for the cataloguing of The Norton Collection and to deposit a copy of the catalogue (or any variation thereof) to Mr. Norton for his retention indicating therein the location of each item within the Collection

4.5 Subject to the provisions of article 4.8 hereof the Council shall not be entitled to dispose of all or any part of The Norton Collection whether by way of sale lease mortgage charge gift or in any other way so that the Council shall at all times hereafter remain the trustee of The Norton Collection

4.6 The Council shall use its best endeavours to secure registration of the Bromsgrove Museum in accordance with the scheme of registration operated by the Museums and Galleries Commission. Pending registration by the Museum and Galleries Commission the Council shall operate the Bromsgrove Museum to standards of care (excluding cataloguing) public access and services equivalent to those which presently apply

4.7 The Norton Collection shall be displayed within and as part of the Bromsgrove Museum

4.8 The Council shall operate the Bromsgrove Museum and its management of The Norton Collection in accordance with the registration standards issued by the Museums and Galleries Commission. Any item forming part of The Norton Collection may only be disposed of or exchanged thereunder **PROVIDED** that such sale or exchange is conducted strictly in accordance with the registration scheme

4.9 The Council shall in its reasonable discretion continue to accept as at present the financial and other voluntary support of the Friends of the Museum

5.0 **CHARITY REGISTRATION**

The Council shall register the charitable trust established by this Deed as a charity in accordance with Section 4 of the Charities Act 1960

IN WITNESS whereof this Declaration has been executed as a Deed the day and year first before mentioned

SIGNED and DELIVERED as a **DEED** by)
the said **DENNIS CYRIL NORTON** in)
the presence of:)

(signed) D. C. Norton

(signature)
20 Somerlegton Ct.
Comberton Road,
Kidderminster.
Headteacher).

THE COMMON SEAL of **BROMSGROVE**)
DISTRICT COUNCIL was hereunto affixed)
in the presence of:)

(signed) R. P. Bradshaw
Chief Executive Officer

PUBLIC CONSULTATION

The following comments were received in response to the public consultation exercise in which comments on the future of the Museum were requested.

Comment 1

Moving the contents of the Museum to Avoncroft (as has previously been suggested) seems like the best idea, if there are ongoing costs to the Council then in return the ratepayers of Bromsgrove should be allowed free access to the Museum once a week, as is the case with the Forge Mill Museum in Redditch, this would increase the number of local visitors to the Avoncroft Museum who will spend money in the shop and restaurant and recommend the Museum to friends and relatives who are visiting the area. The tourist information office would be used far more frequently if it was sited in the centre of the town. I know that many other Bromsgrove residents agree with both suggestions, I hope these comments are of use to you.

Comment 2

As Council Tax payers, the cheapest option would be preferred. If this means transferring the Museum to an alternative location, then so be it.

Furthermore, we feel sure that an alternative location (for example, Avoncroft) would get more visitors than the existing Museum location.

Comment 3

The facility (more so the TIC) MUST be located in the High St in order to be used more frequently and the Museum should be located to say, Avoncroft (without entry charge!) to enable it to expand and offer more teaching / learning opportunities.

Comment 4

The building in which the tourist information is based is very reminiscent of Bromsgrove as a market town. This makes it an ideal building. I would say, a more central location to the high street would be better, but a little walk does no one any harm. I recently visited the T.I. office for some information on local walks and thought the service, information and the facilities were very good. I read recently a lot of news about how the T.I. office should be closed due to lack of facilities for the disabled, I think this is total rubbish and think the Council should give consideration on how to improve the current facilities.

Comment 5

I have been a volunteer at the Museum for the past year, however at the moment I am living temporarily abroad. I have the following observations and suggestions to make on the Museum.

It is evident that the Museum has been and remains the collection of a private individual, gathered for reasons of his own and not to reflect the town in which it is situated.. Since its purchase there does not appear to be a master plan for its development, and it has been static ever since. There has been no investment, no interest from the Council and for several years no staff. There has been no conservation of the existing collection and no attempt to identify what is there or to ascertain what relevance it has to the town. There has never been, to my knowledge, a debate about just what should be in the Museum. The records which came with the collection are inadequate or non existent.

The Museum store is located in the Council depot where access is difficult; the curator is not a key holder to the building and entrance depends on someone being there to let her in. Moreover access to the store requires physical agility to get over all the things which are dumped outside the door.

The curator is a Council employee, a well qualified professional, but is not involved in decision making, she does not have a budget, and her professional opinions are not sought nor relevant information given to her. She is on a short term contract which I understand expires in March this year. I understand she is not involved with the Task Group, astonishing in itself.

All this reflects the position of the Museum in the Council thinking, i.e., that it is irrelevant and unimportant and is seen as a drain on resources. Any publicity for the Museum seems to be negative; as was evident late last year when Councillors commented on the unsuitability of the building for disabled visitors; these comments made headlines in the local paper. Had the Councillors been positive about the Museum's place in the town they would have focused on the actions which had been taken to make the collection more accessible whilst acknowledging that there was more to be done. Similarly the setting up of the task force seems to suggest that closure is imminent, and that only if there is a vociferous response would there be any chance of the Museum being kept open.

The Museum now has an enthusiastic and interested curator who in has in the past year endeavoured to bring the Museum back to the attention of the town. She has had special interest days, taken part in age concern open days, used the library exhibition space and has begun to re-label exhibits and move some exhibition space downstairs to enable better access for those with disabilities. The exhibitions have challenged the visitor, and encouraged them to think about what they are seeing and not to just have a passive role by just viewing an object or objects.

She has also obtained a grant for equipment to enable audio reminiscences to be obtained, again expanding the accessibility of the collection. She has recruited volunteers to assist in the sorting, listing and eventual cataloguing of the contents of the store. In short she seems to have some idea of how to take the Museum forward and it has been exciting and interesting to be part of this process.

Town Museums are an important part of the fabric of a community, especially in a town such as Bromsgrove which is changing so fast. The Museum is the place to go to find out about the town, its past and the people and things which were important in its development. The Museum should be an active part of the community, an interesting and vibrant place, with changing exhibitions to reflect the interests of the townspeople. Outreach work, taking exhibits to the library or to care homes or Council offices widens accessibility and encourages visitors to the main building. The role of the curator should be strengthened, and she should be allowed to invest her expertise and Council resources in what could be an asset to the town.

Free admission is necessary as it allows frequent repeat visits, and is important in getting people to view Museums as somewhere to visit regularly and not somewhere to go once on a day out. Going to the Museum to see what is new could be as regular an activity as going to the library.

The tourist information centre is a helpful resource for residents looking for information on local or regional activities and for visitors seeking information about the area. It is also useful when planning to travel around Britain. However the centre could play a larger role in being a resource for new residents of the town, giving them information about services and activities, as well as details of clubs and organisations.

Comment 6

Surely the Bromsgrove Museum should be more focused if it is to bring people in. Not a generic folk Museum. It should as an introduction explain the origin of the town – on Roman road/market/mills/its industries etc.

Then concentrate on specifics as.

- The Guild (Hartlebury has good exhibits on the Guild. Why not here)
- Nail making
- A E Housman
- The railway history – the Lickey Incline

And if it is to keep people going it needs a programme of special exhibitions. It should be possible to move towards a more focused Museum by organising over time a series of focused exhibitions covering subjects as above and then after each exhibition consolidating the material in to a permanent exhibition.

AVONCROFT/WCC/BDC MUSEUM PARTNERSHIP PROPOSALS

Criteria that Avoncroft Museum would require to be met as a condition of partnership:

1. Collections transferred would need to be catalogued to Registration/Accreditation standard in order to ensure that they did not threaten Avoncroft's Registered status. It is assumed that this catalogue information would include detail as to which material originated in the Norton Collection, and which did not.
2. Material to be transferred would need to be free from conditions as to the way in which it could/should be used. Naturally every effort would be made to ensure that the wishes of the BDC Museum trustees were met, but Avoncroft Museum Trustees would need to be able to use the collection in any way that was required to meet their own objectives, subject only to the criteria laid down by the MLA under their Registration/Accreditation scheme.
3. Avoncroft Museum would wish to continue and develop the existing partnership arrangements between BDC and the WCC.
4. Material transferred would need to be accompanied by a long term agreement for revenue funding from BDC, currently estimated at about £45,000 a year in order to ensure that the collections were secure in to the long term future, and that the responsibilities associated with caring for them did not threaten the financial viability of Avoncroft Museum itself. Avoncroft Museum does not have surplus funding available to cover those responsibilities. The above figure includes the current cost of specialist support from WCC, and also provides for regular changes to the displays in order to maintain public interest and encourage repeat visits,
5. Housing the material transferred would require the construction of a new building for which a bid to the heritage lottery Fund would need to be prepared. However, Avoncroft already has a project in preparation for a bid for new entrance facilities. Clearly the only basis upon which both needs could be met would be through a new combination project. Although careful detailed planning would be required we believe this to be possible, and we have the space. Adding the Bromsgrove Museum element to the existing project could, however, push costs above the £1m threshold at which the level of partnership funding required rises from 10% to 25%. Whilst Avoncroft could realistically expect to be able to raise a proposition of such a sum, the bulk would have to be provided by BDC.

Bromsgrove Museum

Acquisition and Disposal Policy

For clarity this document is subdivided into four sections:-

1. Existing Collections
2. Future Collecting
3. Acquisition Policy
4. Disposal Policy

Copies of this document will be made available to other local Museums and interested parties, including Bromsgrove Tourist Information Centre, and the Council Leisure Services department, as well as to the West Midlands Regional Museums Council. It will be reviewed from time to time, with the next review in January 2007. The Regional Council for Museums, Libraries and Archives will be notified of any changes to this document.

1. Existing Collections

The Museum's collections relate mainly to Social History, mainly in the Domestic and Working Life categories. Several key themes relating to the locality of Bromsgrove are well represented, for example nail making and the Bromsgrove Guild.

The majority of material held has been gifted to the Museum by Dennis Norton, now leader of the Council to be held by the Museum in trust. Objects taken in since the acquisition of the Norton collection have also been taken as gifts. Little material is held on loan.

The existing collections can be sub-divided as follows:-

a) History

Most of the historical material dates from c.1850 to 1950. It includes old shops stock, domestic furniture and appliances, toys and games. There is also material received from the administrator of Barnsley Hall hospital when it closed down.

b) Crafts and Industry

Material relating to the Bromsgrove Guild, much of which was salvaged from buildings being demolished. Plaster work and stained glass is particularly prominent. N.B. the Bromsgrove Guild order books are currently held at the County Museum. We also have objects relating to local industry in nail, glass, and button making.

- c) Transport
Several old pedal cycles are held in the collection along with the famous Banshee motor cycle.
- d) Pictures in frame
- e) Photographs and assorted ephemera.
- f) Periodicals
The Museum has a small collection of working periodicals and journals
- g) Costume
Women's fashions are particularly prominent and the collection is well supplied with accessories.

This is not an exhaustive description but covers much of the collection. An intensive collections review and documentation project to be conducted in 2004 should highlight any significant omissions.

2. Future Collecting

In preparing a strategy for adding to the Museum collection the Museum Staff are conscious of the restrictions on resources and space presented by their current premises. Future collecting will be limited to the headings already listed with the aim of paying particular attention to:-

- (i) Material relating to the lives and achievements of individual Bromsgrove people, whether famous or simply local personalities. To be accompanied by as much provenance detail as possible.
- (ii) Material charting the development and changes of Bromsgrove as a place.
- (iii) Material relating to local business and industry.
- (iv) Material relating to the history and work of the Bromsgrove Guild.

Priority will be given to objects with a known local provenance, i.e. items produced, used or owned within Bromsgrove or by Bromsgrove people. Every effort will be made to collect all the provenance detail possible and to document this with the items.

Priority will also be given to objects which are as little damage as possible, for the completeness of the historical record and to reduce the burden of conservation/repair costs on the budget. Damaged objects may be considered if they have a special significance for the local history.

The Museum will not seek to acquire:

- (i) Natural History, Geology, Palaeontology, Archaeology and Fine Art (except where the subject is relevant to the history and people of Bromsgrove.
- (ii) Any item which is likely to be beyond its capabilities and resources to adequately house and conserve.
- (iii) Unprovenanced or non-local items. The Museum will undertake to advise potential donors or appropriate Museums wherever possible.

3. Acquisition Policy

This policy governs the collecting activities of the Museum during the period of January 2004 – January 2007. The following principles will apply:-

a) Relationship with outside organisations

- (i) Bromsgrove Museum will abide by the Museums Association Code of Ethics for Museums (2002).
- (ii) In adding to the existing collection, reference will be made to the collecting policies of other Museums and associated organisations collecting in the same or related subject fields or geographical area in order to avoid unnecessary duplication or omissions. In particular, regular liaison will be envisaged with curatorial staff at the Worcestershire County Museum, Hartlebury Castle, The Worcester City Museum Service and, in the case of documents and photographs, staff at the County Record Office.

b) Limitations on collecting

- (i) Additions to the collections will be made selectively and with reference to the policy for future collecting (2 above). Acquisitions outside the current stated policy will only be made in very exceptional circumstances by the governing body having regard to the interests of the Museum.
- (ii) Bromsgrove Museum will not acquire any item which is beyond its capabilities and resources to store, conserve and display. This will include material from the natural sciences, ethnography and fine art (except of local topographical interest).
- (iii) Bromsgrove Museum will not acquire, whether by purchase, gift, bequest, or exchange any object or specimen unless the governing body or responsible officer is satisfied that the Museum can acquire a valid title to the item in question, and that in particular it has not been acquired or exported from, its country of origin (or any immediate country in which it may have been legally owned) in violation of that country's laws. (For the purposes of this paragraph "country of origin" includes the United Kingdom).
- (iv) So far as biological and geological material is concerned, a Museum should not acquire by any direct or indirect means any specimen that has been collected, sold or otherwise transferred in contravention of any national or international wildlife protection or natural history conservation law or treaty of the United Kingdom or any other country except with the express consent of the appropriate outside authority (eg British Court in the case of a specimen seized from a third party under the Protection of Birds Acts).
- (v) So far as British or foreign archaeological antiquities (including excavated ceramics) are concerned, in addition to the safeguards under sub-paragraph a) above, the Museum should not acquire by purchase objects in any case where the governing body or responsible officer has reasonable cause to believe that the circumstances of their recovery involved the recent unscientific or intentional destruction or damage of ancient monuments or other known archaeological sites, or involved the failure to disclose the finds to the owner or occupier of the land, or to the proper authorities in the case of a possible treasure trove (in England and Wales) or Bona Vacantia (Scotland).
- (vi) As a Museum holding archives, including photographs and printed ephemera, Bromsgrove Museum adopts the "Code of Practice on Archives for Museums in the United Kingdom" and the Royal Commission on Historical Manuscripts' "Standards for Record Repositories" as guiding documents. Specific further advice will be sought from the County Records Office in Worcester.

(vii) Permanent acquisition through purchase, gift, bequest, or exchange is to be preferred to loans. Loans will only normally be sought for particular purposes, e.g. a themed display, and then should be on a fixed-term of up to three years, when they will be the subject of review and renewal if required. All loans to the Museum are currently under review with the object of transferring them to three-year, fixed term agreements.

c) Guidelines for Receiving New Acquisitions

(i) Consideration of new acquisitions should be based on their individual merit with regard to the collecting policy, and the ability of the Museum to store and care for the objects.

(ii) Previous donors are welcome to donate more items as long as they are relevant to the collection.

(iii) Objects should only be taken in by the Museum or TIC with the intention of accessioning into the collection. The leaving of objects with TIC staff by members of the public, for consideration should be discouraged.

(iv) Details of potential donations should be passed to the Curatorial Officer, along with the potential donor's name, contact details, and some detail of provenance. The final decision rests with the Curatorial Officer and the Museum reserves the right to refuse any offer of material.

(v) The Museum can only accept items that are free of monetary conditions. The Museum will not normally accept any gift, bequest or loan to which any special conditions apply. No item will be accepted until any conditions are approved by the Museum, and in all cases, reference will be made to the Collections Policy.

(vi) If accepting material on loan, the Museum should be confident of being able to satisfy the conditions of the loan and be able to provide adequate levels of care. Where loans are accepted, they shall be agreed for a fixed period and subject to regular review by both parties. Loans will normally only be accepted for the purposes of specific exhibitions.

(vii) All new donations should be accompanied by the appropriate paperwork, particularly regarding the transfer of title and ownership, and ensuring the donor fully understands the terms of the transaction. The object should then be accessioned into the collection as soon as possible, to avoid adding to the backlog.

4) Disposal Policy

- a) By definition a Museum has a long term purpose and must possess (or intend to acquire) permanent collections in relation to its stated objectives. The governing body accepts the principle that there is a strong presumption against the disposal of any items in the Museum's collection except as set out below.
- b) In those cases where the Museum is legally free to dispose of an item (if this is in doubt, advice will be sought) it is agreed that any decision to sell or otherwise dispose of material from the collections will be taken only after due consideration. Decisions to dispose of items will not be made with the principle aim of generating funds. Once a decision to dispose of an item has been taken, priority will be given to retaining the item within the public domain and with this in view it should be offered first, by exchange, gift or sale to registered Museums before disposal to other interested individuals or organisations is considered.
- c) In cases in which an arrangement for the exchange, gift or sale of material is not being made with an individual registered Museum, the Museum community at large will be advised of the intention to dispose of material. This will normally be through an announcement in the **Museum's Journal** and other professional journals if appropriate. The announcement will indicate the number and nature of the specimens or objects involved, and the basis on which the material will be transferred to another institution. A period of at least two months will be allowed for an interest in acquiring the material to be expressed.
- d) A decision to dispose of an item, whether by sale, exchange, gift, or destruction (in the case of an object too badly damaged or deteriorated to be of any use for the purposes of the collections), will be the responsibility of the governing body of the Museum acting upon the advice of the Curatorial Officer and not of the Curatorial Officer acting alone. Full records will be kept of all such decisions and the items involved and proper arrangements made for the preservation/transfer, as appropriate, of the documentation relating to the items concerned, including photographic records where practicable.
- e) Any monies received by the Museum governing body from the disposal of items will be applied for the benefit of the collections. This normally means the purchase of further acquisitions, but in exceptional cases improvements relating to the care of collections may be justifiable. Advice on these cases may be sought from Resource donor will be informed of the situation.
- f) Where a Museum object has been acquired with aid from an external funding organisation, permission from that organisation will need to be sought before the object is de-accessioned or transferred to another Museum. If the object is sold advice on repayment of the original grant will be obtained prior to sale.
- g) Disposal will be considered only on the following criterion:-
 - (i) Irreparable damage.
 - (ii) Hazard to other items.
 - (iii) Inability of the Museum to care for an item.

BROMSGROVE DISTRICT COUNCIL

EXECUTIVE CABINET

12TH JULY 2006

CULTURE AND COMMUNITY TASK GROUP – SCRUTINY REPORT

Responsible Portfolio Holder	Councillor Mrs. J. M. L. A. Griffiths
Responsible Head of Service	Head of Culture and Community Services

1. SUMMARY

- 1.1 To consider the findings and recommendations made by the Culture and Community Task Group which were approved by the Scrutiny Steering Board and are contained within the attached report.

2. RECOMMENDATION

- 2.1 Members are requested to agree and implement the recommendations contained within the attached report.

3. BACKGROUND

- 3.1 At the Meeting of the former Policy and Strategy Scrutiny Committee on 31st January 2006, it was decided a Task Group would be formed to consider whether or not Culture and Community Services provided value for money and Councillor P. M. McDonald was appointed Chairman.
- 3.2 The full terms of reference was approved by the Scrutiny Steering Board at its meeting held on the 8th March 2006 (please see appendix I to the attached report).
- 3.3 Further background details can be found under “Terms of Reference” and “Background and Methodology” sections on page 3 of the attached report.
- 3.4 At its meeting on 31st May 2006, the Scrutiny Steering Board considered the attached report and the following was resolved:
- i. that the report be approved and submitted to the Executive Cabinet requesting that the recommendations contained within the report be implemented;
 - ii. that the Chairman of the Board inform the Portfolio Holder of the specific concerns of Board members and comments made relating to the findings of the Culture and Community Task Group; and
 - iii. that the Acting Chief Executive meet with the Portfolio Holder and Head of Culture and Community Services to ensure any health and safety issues relating to play areas be addressed as quickly as possible and that the outcome be reported back to the Board in 4 months time.

4. FINANCIAL IMPLICATIONS

- 4.1 Any costs relating to recommendations made by the Task Group can be found under the financial implications section for each recommendation contained within the attached report.

5. LEGAL IMPLICATIONS

- 5.1 Please see the legal implications section under each recommendation contained within the attached report.

6. CORPORATE OBJECTIVES

- 6.1 The attached report relates to many of the Corporate Objectives such as: to provide sustainable culture and leisure opportunities; to provide a clean, safe and attractive environment; and to be an efficient and effective Council.

7. RISK MANAGEMENT

- 7.1 The risks associated to recommendations made by the Task Group are stated in the attached report under each recommendation.

Background Papers

None.

Contact officer

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bromsgrove council
www.bromsgrove.gov.uk

SCRUTINY REPORT

CULTURE AND COMMUNITY

—

SCRUTINY REPORT

Task Group Report –
Scrutiny Steering Board
May 2006

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Appendix I – Task Group’s Terms of Reference

Appendix II – A list of Individuals the Task Group Consulted

Appendix III (a) to (d) – Minutes of Task Group Meetings

Appendix IV – Condition of Play Areas Report

Appendix V – EU Procurement Thresholds

Appendix VI – Legal Agreement relating to Woodrush Sports Centre

BROMSGROVE DISTRICT COUNCIL

REPORT OF THE CULTURE AND COMMUNITY TASK GROUP

MAY 2006

MEMBERS

Councillors P. M. McDonald (Chairman), Mrs. S. J. Baxter, A. N. Blagg, Mrs. K. M. Gall, D. McGrath and S. P. Shannon.

SUMMARY

The role of the Culture and Community Task Group was to investigate whether Culture and Community Services provides value for money to residents living in the District.

SUMMARY OF RECOMMENDATIONS

➤ Evaluation of Vacant Posts

Recommendation 1: To assist the Council to continually improve, it is recommended that evaluation of vacant posts is included in the Recruitment and Selection Policy and Procedures so that when a position becomes vacant, the opportunity is taken to ensure the following: the existing post is still required; and if it is, any necessary changes are made to the position so that it is “fit for purpose”. (Cost: Nil)

➤ Equality of Opportunity – Recruitment and Selection

Recommendation 2: It appears the current approach to recruitment and selection fails to promote equality of opportunity; therefore, it is recommended that this be improved by requesting Human Resources and Organisational Development to ensure it thoroughly investigates how advertising could assist the Council in attracting applicants with the right skills regardless of their race, age and disability etc. (Cost: Approx. £3000 – already agreed by CMT to be met via existing budgets)

➤ Replacement of Play Area Equipment

Recommendation 3: A further bid for funding for the next financial year 2007/08 be submitted by Culture and Community Services together with a report explaining the consequences of not having funding available each year for a rolling replacement programme of play area equipment. (Cost: Nil – However, if future bids are approved by Executive Cabinet there would be a cost – please see pages 7-8 for further information)

➤ Training

Recommendation 4: Training be given to all relevant officers when new policies and procedures come into force (such as European Union Procurement) as well as training on how to maintain priorities and be flexible in order to meet the needs of the residents of the District. (Cost: Any costs which arise can be met through existing budgets)

➤ Reports of Vandalism to the Council – Communication

Recommendation 5: When someone reports an incident (such as vandalism in a play area) to Culture and Community Service, once the issue has been dealt with, a member of staff contacts that person to inform them of the outcome. (Cost: Nil)

Recommendation 6: The Head of Culture and Community Services be requested to investigate further the suggestion of putting up signs in play areas stating contact details, to enable the public to easily report faulty or damaged play area equipment. (Cost: Costs and options to be investigated by Head of Culture and Community Services)

➤ Internal Working Partnerships – Communication

Recommendation 7: The procedures relating to reporting incidences of vandalism etc be strengthened and it is ensured these are followed. This means that communication between sections within Culture and Community Services and with Street Scene and Waste Management should improve. (Cost: Nil)

Recommendation 8: Due to the lack of communication, officers be made aware of and encouraged to attend training sessions relating to communication and internal partnership working. (Cost: Any costs which arise can be met through existing budgets – please see pages 11-13 for further information)

➤ Information Supplied – Communication

Recommendation 9: Targets in relation to good, honest and consistent communication (internally and externally) are implemented in order for officers to demonstrate improvement. (Cost: Nil)

➤ Parish Councils – External Partnerships

Recommendation 10: Officers be requested to consider resources required for enforcing conditions of grant in relation to future partnership working; specifically, officers need to consider the capacity of staff involved with play areas (of which there are two). Officers need to ensure enforcing conditions of grant will still be feasible if and when partnership working increases in the near future (which is expected).

(Cost: Nil, however, if it is decided there is a need to increase staff that can enforce conditions of grant, allocation of resources within the Service as a whole be investigated further as a whole cost – please see page 15 for further information)

➤ Woodrush Sports Centre

Recommendation 11: The dispute procedure set out in the legal agreement under point 21 relating to Woodrush Sports Centre be followed immediately in order to resolve the issue. (Cost: Possible cost if arbitrator appointed)

➤ Needs Analysis and Risk Management

Recommendation 12: No funding to be made available unless officers have carried out a full needs analysis. Risks and other implications should also be considered by officers and included in their reports to the Executive Cabinet. (Cost: Nil)

TERMS OF REFERENCE

At the Meeting of the former Policy and Strategy Scrutiny Committee on 31st January 2006, it was decided a Task Group would be formed to consider whether or not Culture and Community Services provided value for money.

At the first meeting of the Scrutiny Steering Board on 8th March 2006, the appointed Chairman, Councillor McDonald, submitted the Task Group's terms of reference which stated that the Task Group also aimed to "identify any barriers, obstacles and waste that may impair on the delivery of the service" (please see Appendix I). The Board approved the terms of reference and they were also later approved by the Task Group.

A list of those consulted is attached as Appendix II.

BACKGROUND AND METHODOLOGY

14th March 2006

The first meeting of the Culture and Community Task Group took place on the 14th March 2006 where the terms of reference for the Task Group were agreed. Information the Task Group required along with who needed to be invited to future meetings was also discussed.

27th March 2006

Task Group members met again on the 27th March 2006 and the Corporate Director (Services), Head of Financial Services and Interim Head of Human Resources and Organisational Development were in attendance.

The following items were discussed:

- Recruitment and selection
 - evaluation of positions when vacant to ensure they are "fit for purpose"
 - promoting equality of opportunity
- Culture and Community Services staff structure (including grades)
- Workforce plans proposal
- Employee costs
- Financial cost versus services provided (e.g. Bonfire Display)
- Replacement programme for play area equipment
- Tendering process
- Parish Council maintained parks and open spaces
- Evaluation and monitoring procedures
- Haybridge and Woodrush Sports Centres

11th April 2006

The Corporate Director (Services), Head of Culture and Community Services and Operations Manager attended the third meeting of the Task Group where the following was discussed:

- Bonfire display
- Assistance to Parish Councils maintaining parks
- Play area maintenance
- Callowbrook (Brook Road) Recreation Ground
- Vandalism
- Condition of play areas across the district
- Sports Hall at Hunter Hill School in Blackwell
- Monitoring and evaluating
- European Procurement
- Dolphin Centre
 - staffing (minority groups)
 - consultation
 - disabled (Blue Badge)

9th May 2006

At the final meeting of the Task Group the Corporate Director (Services), Head of Culture and Community Services, Parks and Recreational Development Manager and the Procurement Manager were present.

The following was discussed:

- EU Procurement Rules
- Gender mix in Sports Services
- Recruitment – Equal Opportunities
- Conditions of play areas across the District and work carried out
- Comments by RoSPA (The Royal Society for the Prevention of Accidents)
- Communication issues
- Joint working across Culture and Community Services
- Partnership working (e.g. with Parish Councils) – Enforcing conditions of grant
- Draft Task Group Report

The minutes of these meetings are attached as Appendix III.

FINDINGS INCLUDING RECOMMENDATIONS

Evaluation of Vacant Posts

There is a concern that when positions within Culture and Community Services become vacant, the positions are not evaluated to ensure they are still “fit for purpose”.

Currently, evaluating a position once it becomes vacant is not covered in the recruitment and selection process; however, it is believed that perhaps some managers within the Council do evaluate a position once it becomes vacant. Evaluating jobs once vacant

undoubtedly assists the Council to continually improve and therefore those managers should be congratulated but it was agreed by both members and officers that there was a need for consistency across the Council.

The Interim Head of Human Resources and Organisational Development informed the Task Group that the Recruitment and Selection Policy is due to be reviewed. She agreed with the following recommendation and also stated that this issue could be corrected quickly and easily.

Recommendation 1	In order to assist the Council to continually improve, it is recommended that evaluation of vacant posts is included in the Recruitment and Selection Policy and Procedures so that when a position becomes vacant, the opportunity is taken to ensure the following: the existing post is still required; and if it is, any necessary changes are made to the position so that it is “fit for purpose”.
Financial Implications	There are no financial implications directly relating to this recommendation.
Other Implications	Policy Implications – This would mean a change to the Recruitment and Selection Policy which is due to be reviewed shortly in any case.
Corporate Objectives	This recommendation is linked to the Corporate Objective to be an efficient and effective Council.
Risk Management	By not evaluating vacant posts, the Council runs the risk of having positions within departments which do not best serve the public. By evaluating the positions as they become vacant, it will assist the Council in ensuring each position is still required and gives managers the opportunity to make changes to the position/duties (if necessary) to help improve the Service.

Equality of Opportunity – Recruitment and Selection

The Task Group has a concern that although there is an equality of opportunities statement contained within the Recruitment and Selection Policy, there does not appear to be any evidence that the Council, including Culture and Community Services, is adhering to this statement.

For example, although it is understood that there is only a small percentage of people from ethnic minorities who reside in the District, it is not reflected in the work force at the Dolphin Centre for instance. It was felt that there was a need for improving the recruitment and selection process in relation to trying to encourage those from minority groups to apply for vacant positions across the Council.

The Head of Human Resources and Organisational Development stated at a Task Group meeting that it was up to the Council to improve its reputation as an employer and try to work towards changing the negative perception many members of the public have about working for a Council. The Task Group was informed that advertising is one area

the HR department will be looking into to try and assist the Council in attracting applicants with the right skills regardless of their race, age, disability and so on.

Since meeting with the Interim Head of Human Resources and Organisational Development, the Corporate Management Team considered a report in May 2006 on advertising and branding in relation to equal opportunities and recruitment and it was agreed that: a branding exercise is carried out and proposals brought back to CMT (Corporate Management Team) to consider; and in reviewing the recruitment procedures as part of the HR Strategy, HR will also consider any existing barriers to appointments.

Recommendation 2	Although an “Equality of Opportunity” statement is included in the Recruitment and Selection Policy, it appears the current approach to recruitment and selection fails to promote equality of opportunity; therefore, it is recommended that this be improved by requesting Human Resources and Organisational Development to ensure it thoroughly investigates how advertising could assist the Council in attracting applicants with the right skills regardless of their race, age and disability etc.
Financial Implications	The cost of the branding exercise is expected to cost approximately £3000 and will be split between the services and therefore will be met through existing budgets.
Other Implications	Legal and Equalities Implications – There is a critical need to ensure there is equality of opportunity in relation to recruitment and selection and that this Council adheres to its Equalities Policy. This Council needs to ensure that no one is disadvantaged by our actions, inactions, words or service because of their culture, ethnic origin, gender, disability, age, religion, sexuality etc. Policy Implications – This would mean a change to the Recruitment and Selection Policy, however as previously stated, this policy is due to be reviewed shortly in any case.
Corporate Objectives	This recommendation is linked to the following Corporate Objectives: to be an efficient and effective Council; and to make a major contribution towards achieving a healthy, caring and socially aware society.
Risk Management	There is a major risk that the Council could be seen as discriminating against minority groups if it does not ensure that there is equality of opportunity and not simply a statement. It is the Council’s duty to provide fair employment opportunities and to ensure it is doing everything it can to combat discrimination within the District. This is obviously a major feature of any inspection, including CPA.

Replacement of Play Area Equipment

In areas such as Charford, Hagley and Rubery, residents have been waiting for 4 years for equipment to be replaced. There is a concern that there has not been any future planning, monitoring or evaluation.

Although there are instances where Culture and Community Services do provide value for money such as the Bonfire Display and Street Theatre, it is felt that in relation to play areas, Culture and Community Services are not delivering, especially considering employee costs. It is believed that at least some local residents seem to believe they do not receive value for money from Culture and Community Services, particularly in relation to play areas.

Both officers and members of the Task Group are in agreement that some play areas are in appalling condition. A brief description of the general condition of all play areas is attached as appendix IV, which includes comments from RoSPA (The Royal Society for the Prevention of Accidents).

There is also a fear, shared by both officers and the Task Group, that when the Section 106 monies (which are currently being used on the play areas) has been spent, the Council will return to the same situation of having no funding for a replacement programme for play area equipment which is so important to local residents.

It is understood that there is a budget of £23,000 to spend on day-to-day general wear and tear but for the past 2 years there has been no funding available for a rolling replacement programme. Although the Head of Culture and Community Services submitted bids which were unsuccessful, it was questioned why there have been no officer reports to the Executive Cabinet explaining the situation and the consequences of not having the funding available to replace and refurbish play areas.

It is the Task Group's opinion that it is important for the Executive Cabinet to be given all the necessary information from officers in order to assist the Executive Cabinet in making their decisions and not be misled. It appears that Culture and Community Services have not supplied this information in relation to play areas.

It is believed that if equipment is properly maintained, members of the public (including youths) are more likely to respect the equipment. By providing decent play area equipment means there is something youths can use to entertain themselves instead of turning to vandalism. It is very possible that the cause of such vandalism is the lack of activities for youths. If this Council does not respect the play areas by ensuring they are properly refurbished and kept to a "decent" standard, it is perhaps unreasonable to expect youths to respect the play areas.

The Task Group agrees with officers that a focused approach is needed to ensure the areas which require most attention are dealt with first.

As current funding is coming from Section 106 agreements which will soon be spent, the Task Group feel it is extremely important that officers ensure that they properly inform the Executive Cabinet of the consequences of not having funding from the Capital Budget in the future.

Recommendation 3	To ensure that a further bid for funding for the next financial year 2007/08 is submitted by Culture and Community Services together with a report explaining the consequences of not having funding available from the Capital Budget each year for rolling replacement programme of play area equipment. The report should include consequences the Council face once Section 106 monies have been spent. This will further assist the Executive Cabinet and links into the Council's key priority of having healthy and safe communities.
Financial Implications	There are no financial implications directly relating to this recommendation, however, if the Executive Cabinet came to the decision that the need for funding for a rolling replacement programme of play area equipment was an important one, then funding would need to be allocated from the Capital Budget 2007/08. This should be reviewed as part of the whole allocation of resources for the Service area.
Other Implications	Legal Implications & Community Safety Considerations – Section 17 is a legal duty on every authority. Ensuring a rolling replacement programme can be funded will have an impact on the environment in relation to helping to reduce crime and disorder. It is hoped that having play area equipment will give youths some entertainment so that it is less likely they will resort to vandalism such as graffiti. This recommendation is therefore in line with the Community Safety Strategy 2005-2008 and Section 17 of the Crime and Disorder Act 1998.
Corporate Objectives	This recommendation is linked to the following Corporate Objectives: to provide a sustainable culture and leisure opportunities; to protect and improve our environment and promote sustainable communities; to provide a clean, safe and attractive environment; and to make a major contribution towards achieving a healthy, caring and socially aware society.
Risk Management	The risk of not having a budget for a rolling replacement programme for play area equipment is that it is likely to impact on crime and disorder. As Section 17 is a legal duty, apart from the adverse effects for the community, legal action can be taken against councils that do not comply with Section 17. The risk of approving this recommendation is the impact it will have on the capital programme. However, as this recommendation has an impact on crime and disorder in relation, it should be noted that the cost of dealing with the effect of crime and disorder is likely to be more than the cost of preventing it.

Training - Callowbrook Play Area (Brook Road) and European Procurement Process

It is understood that £35,000 has been available for Callowbrook play area for a number of years and it was questioned why the funding has not been spent on the play area. The Task Group was informed that Callowbrook play area will finally be refurbished (by the end of the summer 2006) and is part of a contract recently advertised in the European Journal.

As members may be aware, the EU Procurement Directives apply when public authorities and utilities seek to acquire goods, services, civil engineering or building works. They set out procedures which must be followed before awarding a contract when its value exceeds set thresholds (unless it qualifies for a specific exemption).

There are three categories for public sector contracting which are: Supplies; Services; and Works. The threshold for both Supplies and Services is £144,371 whereas the threshold for Works is £3,611,319 (See appendix V for the EU Procurement Thresholds which came into force on 31st January 2006.)

It is understood that the contract which includes the refurbishment of Callowbrook play area, is a mixture of works and supplies. As it is predominately supplies, it falls into the supplies category. Due to the Council spending over the £144,371 threshold, it is understood that the Open Journal European Union (OJEU) competition is mandatory, causing the work at the park in Rubery will not be complete until after the summer this year. There is disappointment that local residents will have to suffer another summer without the play area equipment in place due to delays which could have been foreseen.

The Head of Culture and Community Services has admitted that officers initially assumed the contract would fall under the "Works" category. As the cost would have been under the works category threshold of £3,611,319, EU procurement rules would not have applied and therefore the works could have been completed sooner. However, Culture and Community Services were advised by the Procurement Team that as the contract was predominately supplies it could not be classed as a works contract.

Consequently, as the contract is a Supplies Contract, and the cost is over the threshold for a supplies contract of £144,371, it means the Open Journal European Union (OJEU) advertising requirement has to be followed.

The Task Group agree that officers being able to obtain advice from the new Procurement Team in place at the Council is an excellent move forward, however, it is disappointing that this specific issue was not addressed earlier by officers in Culture and Community Services.

The Task Group questioned whether delays could have been avoided through better organisation and training for officers as there seemed to be some confusion relating to the European Procurement process. For example, the Task Group was originally given incorrect information by Culture and Community Service. The Council's Procurement Manager and Advisor were asked to clarify information and the Procurement Manager attended the last meeting of the Task Group which was extremely helpful.

Members also discovered, through questioning the Procurement Team, that it was possible for one priority play area to be refurbished separately, however it seemed that

officers in Culture and Community Services had failed to inform the Task Group that they did in fact have that option. This brings into question the ability of Culture and Community Services officers to prioritise and be flexible to ensure they meet the needs of the residents of Bromsgrove District.

Recommendation 4	Training be given to all relevant officers when new policies and procedures, either Corporate or Service Specific, come into force (such as European Union Procurement) as well as training on how to maintain priorities and be flexible in order to meet the needs of the residents of the District.
Financial Implications	It should be possible for the cost of any training to be met via existing training budgets. There is a Corporate Training Budget for corporate policies however if a policy was service specific then the training costs would have to be met through the Service Training Budget (e.g. Culture and Community Services Training Budget). As the type of training will vary (e.g. external or internal; afternoon session or 1 weeks training course) and the number of officers requiring specific training would vary depending on the type of any new policy and procedure, the cost of the training will also vary.
Other Implications	Legal Implications – It is vital that officers adhere to relevant legislation which they are more likely to be able to do if they have the appropriate training and advice is available to them.
Corporate Objectives	This recommendation is linked to the following Corporate Objectives: to be an efficient and effective Council; and to provide a sustainable culture and leisure opportunities.
Risk Management	The risk is the Council not adhering to relevant legislation due to officers having a lack of knowledge. This can lead to several problems and one example is the delay to refurbishing Callowbrook play area in Rubery affecting 3,500 residents. Another serious consequence is that this Council could be prosecuted if it is in breach of the Regulations and other enforceable EU law which could lead to further financial implications for this Council.

Reports of vandalism to the Council - Communication

The Task Group had a number of examples when reports of vandalism had been made by members but no feedback had been received regarding how the issue had been dealt with. It is felt that it is important that staff report back to anyone who has reported an incident, if they have the person's contact details, whether it be a Councillor or a member of the public.

Recommendation 5	When a member of the public or Councillor reports an incident (such as vandalism in a park or play area) once the issue has been dealt with, a member of staff from Culture and Community Services contacts that person to inform
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	them of the outcome (assuming they have the person's contact details).
Financial Implications	There are no financial implications relating to this recommendation.
Other Implications	This links into the Communications Strategy approved by the Executive Cabinet in March 2006.
Corporate Objectives	This recommendation is linked to the following Corporate Objectives: to be an efficient and effective Council; and to make a major contribution towards achieving a healthy, caring and socially aware society.
Risk Management	There are no major risks either negative or positive except that it could be said that it is more likely that members of the public will report incidences of vandalism etc if they know that there reports are being acted upon.

To try and ensure vandalism incidents are dealt with promptly, a suggestion was made at our last meeting that signs be put up on play equipment or in play area vicinity requesting members of the public report faulty play area equipment to Culture and Community Services. It is believed that a similar idea is used in other areas such as Evesham.

Recommendation 6	The Head of Culture and Community Services be requested to investigate further the suggestion of putting up signs in play areas stating contact details, to enable the public to easily report faulty or damaged play area equipment.
Financial Implications	Any financial implications should be looked into by the Head of Culture and Community Services. There are various options that could be considered e.g. having one sign in the play area would have less financial implications than having a sign on each piece of equipment.
Other Implications	N/A
Corporate Objectives	This recommendation is linked to the following Corporate Objectives: to be an efficient and effective Council; and to make a major contribution towards achieving a healthy, caring and socially aware society.
Risk Management	There are no major risks either negative or positive.

Internal Working Partnerships - Communication

Continuing on with the "Communication" theme, there is also a major concern relating to the lack of communication and cross working between sections within Culture and Community Services and with Street Scene and Waste Management staff.

It was explained that play area minders inspected play areas on a daily basis and staff from Street Scene and Waste Management carried out monthly inspections as well as carrying out repairs. However, it was questioned if there had been a communication breakdown. For example, a member of the Task Group reported that a dog fouling bin

had been vandalised and 2 weeks later, nothing had been done to rectify the problem. As play area minders inspect the sites daily, it would be reasonable to assume they would have also noticed the vandalism and reported it which did not appear to be the case.

Although CCTV staff monitor the 96 cameras located in areas across the District, we understand that it would be impossible for them to monitor all of them, all of the time. However, if someone telephones to report an incident either to a member of staff within the CCTV section or to another member of staff within Culture and Community Services, the tape can be checked and the incident can be further investigated by the Police (with the tape as evidence). The incident of the vandalism to the dog fouling bin stated in the previous paragraph was also reported to CCTV staff meaning, once again, there does not seem to be a strong procedure in place to ensure there is good communication between sections within Culture and Community Services and staff within Street Scene and Waste Management.

Lack of communication can cause serious problems and it appears this can easily be avoided if staff ensure details of any reported incidents are given to relevant colleagues so that matters can be dealt with quickly and effectively.

We, the task group, were informed that the process relating to maintaining play areas (in terms of minor works) had recently been reviewed and Street Scene and Waste Management had been given delegated powers to carry out minor repairs up to the cost of £250 per site per visit. We agree this is certainly a positive step forward.

Recommendation 7	The procedures relating to reporting incidences of vandalism etc be strengthened and it is ensured these are followed. This means that communication between sections within Culture and Community Services and with Street Scene and Waste Management should improve.
Financial Implications	There are no financial implications directly relating to this recommendation.
Other Implications	This links into the Communications Strategy (approved by the Executive Cabinet in March 2006).
Corporate Objectives	This recommendation is linked to the following Corporate Objectives: to be an efficient and effective Council; and to make a major contribution towards achieving a healthy, caring and socially aware society.
Risk Management	The main risk of not improving communication in this area is that reports of vandalism are not dealt with which therefore impacts on the public's perception on the quality of service they receive from the Council and specifically, Culture and Community Services.

To improve communication both internally and externally, the Task Group considered training for staff. As stated earlier, lack of communication can cause serious problems and it is highly unlikely a Council could be classed as efficient and effective with communication breakdown in any area. This also gives a bad impression of the Council externally and the public will obviously continue to believe that they are not getting value for money if there is a communication breakdown no matter what services are provided.

It must be said that internal communication is just as important and from the evidence we have seen in relation to Culture and Community Services, as outlined on pages 11 and 12 of this report, there is a definite lack of good and consistent communication. What must be considered is if the Council cannot communicate with its internal customers, what hope is there to ensure there is good communication between this Council and the residents of Bromsgrove District. It is hoped that the recent Customer Service Training for all staff will assist with this issue.

Recommendation 8	Due to the lack of communication, officers to be made aware of and encouraged to attend training sessions relating to communication and internal partnership working.
Financial Implications	It should be possible for the cost of any training to be met via existing training budgets. There is a Corporate Training Budget for corporate policies however if a policy was service specific then the training costs would have to be met through the Service Training Budget (e.g. Culture and Community Services Training Budget). As the type of training will vary (e.g. external or internal; afternoon session or 1 weeks training course) the cost of the training will also vary.
Other Implications	This links into the Communications Strategy (approved by the Executive Cabinet in March 2006).
Corporate Objectives	This recommendation is linked to the following Corporate Objectives: to be an efficient and effective Council; and to make a major contribution towards achieving a healthy, caring and socially aware society.
Risk Management	A risk of not improving communication (which it should be pointed out is connected to the Recovery Plan – “Development of effective communications”) is that it makes it more difficult for this Council to fulfil its corporate objective “to be an efficient and effective Council”. Good, honest and consistent communication means this Council will make the right decisions for its local residents which will therefore improve the public’s perception of the quality of services provided.

Information Supplied - Communication

We were surprised and disappointed by the information submitted to the Task Group by Culture and Community Services officers as reports were often incorrect, defensive, misleading, included out of date material and disinformation.

Examples of this were:

- The Head of Culture and Community Services explained that the contract recently advertised in the European Journal relating to refurbishing play areas was a “services” contract with a threshold of £142,000 when the Procurement Team informed the Chairman that it was in fact a “supplies” contract with a threshold of £144,371

- The attached report giving a description of the play areas (appendix IV) is incorrect and very misleading, for example, the Council officer states there is a “set of swings” in Brook Road Park when in fact there has only ever been one swing which was burnt out and then replaced in a dangerous state as it is crooked.
- Regarding the same report (attached as appendix IV) it gives “Play Value Scores” which appear useless as there is no benchmark given to say what the play value score for each play area should be and when officers were asked, they too could not supply this information.
- Information supplied to the Task Group at the meeting held on the 9th May 2006 included a summary of works carried out at particular play areas. One example which was incorrect was it stated that on the 12th August 2005 the following work was due to be carried out at Callowbrook play area: “Replace dangerous missing floor on tower/slide multi play unit...” As two members of the Task Group reside in Rubery and on a regularly basis walk through the park, we were fully aware that this statement was in fact false as the slide floor was never replaced and instead the whole slide has been completely removed.

If members had not checked the information supplied, then the Task Group would have assumed the information provided was accurate and not uncovered the major communication problems which exist in and around Culture and Community Services.

We certainly feel that procedures need to be in place and training given to improve communication but another vital factor is that officers realise the importance of honest communication. We as members were left doubting all information supplied by Culture and Community Services, even though it is probable that some of it was correct. This caused us to question further the quality of service provided by Culture and Community Services and the impact these types of communication problems have on the public’s perception in relation to Culture and Community Services.

It is therefore hoped that the recommendations relating to communication (recommendations 5, 6 7 & 8) as detailed in this report are approved and that some form of measure or target is put in place in order to monitor improvement.

Recommendation 9	Targets in relation to good, honest and consistent communication (internally and externally) are implemented in order for officers to demonstrate improvement.
Financial Implications	There are no financial implications directly relating to this recommendation.
Other Implications	This links into the Communications Strategy (approved by the Executive Cabinet in March 2006).
Corporate Objectives	This recommendation is linked to the Corporate Objectives to be an efficient and effective Council.
Risk Management	A risk of not implementing some kind of measure is that it will be difficult for officers to prove when communication is improving both internally and externally. However, improved communication can also be demonstrated by increased efficiency and by the public’s perception of the Council, specifically Culture and Community Services, becoming more positive.

Parish Councils – Partnership Working

It is understood that some of the play areas owned by this Council are maintained by Parish Councils. We were happy to learn that several Parish Councils have recently been given assistance by this Council by either purchasing equipment on behalf of the Parish Council or by providing a grant to enable a Parish Council to refurbish its play area. We hope this partnership working continues.

However, there is a concern regarding policing play areas maintained by partners such as Parish Councils. Although officers stated that they could enforce conditions of grants at the current time, should the number of partnerships increase (which it is expected to) in relation to play areas, members were informed staff would be unable to cope. It is felt that the allocation of resources within Culture and Community Services needs to be looked at as any misallocation will prevent any further positive and constructive partnership working in relation to play areas in the future.

Recommendation 10	Officers be requested to consider resources required for enforcing conditions of grant in relation to future partnership working; specifically, officers need to consider the capacity of staff involved with play areas (of which there are two). Officers need to ensure enforcing conditions of grant will still be feasible if and when partnership working increases in the near future (which is expected).
Financial Implications	There are no financial implications directly relating to this recommendation, however, if it was decided that there is a need for increased staffing in the future to enforce conditions of grants (if and when partnership working increased) it is hoped this could be achieved by Culture and Community Services looking into the allocation of resources for the Service area as a whole. If reallocation is not feasible, then it is up to the officers to ensure a good and thorough business case is put forward and all implications are included in their report to the Executive Cabinet.
Other Implications	Legal Implications – If a partner is given a grant for a play area, it is a condition that that partner ensures the play area is properly maintained. If this is not and this Council is unable to enforce it, there are potential health and safety risks. This can be avoided if this Council ensures it is prepared and able to enforce future conditions of grant, linking to the Council key priority of healthy and safe communities.
Corporate Objectives	This recommendation is linked to the following Corporate Objectives: to provide a sustainable culture and leisure opportunities; to protect and improve our environment and promote sustainable communities; to provide a clean, safe and attractive environment; and to make a major contribution towards achieving a healthy, caring and socially aware society.
Risk Management	The risk of not ensuring this Council has the resources of enforcing conditions of grant could mean that conditions are

	not able to be enforced if and when partnership working is increased (which it is expected to) or it will mean future partnership working will not be viable.
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Sponsorship

It was suggested that sponsorship could be an avenue used to help pay for events such as the Bonfire Display. We were pleased to hear that sponsorship is already actively sought for all the events promoted by Culture and Community Services and the Bonfire Event in 2005 did receive £1,000 sponsorship from Classic Hits Radio Station plus free publicity via the radio in the run up to the event. Classic Hits Radio Station also provided the compere for the event and some of the pre and post entertainment as well as a bus that was used as part of the hospitality provided to Members and invited guests.

Furthermore, Street Theatre and the Jubilee Bandstand Programme have received sponsorship funding in previous years totalling to several thousands of pounds.

The Task Group believe this is excellent work and would like to encourage officers from Culture and Community Services to continue to actively seek further sponsors for all events.

Woodrush Sports Centre

The Task Group found out that the maintenance of Woodrush Sports Centre was clearly the responsibility of Worcestershire County Council according to the legal agreement (please see appendix VI).

Although officers hoped to resolve the dispute relating to the maintenance of Woodrush Sports Centre, it was pointed out by the Task Group that there was a dispute procedure set out in the legal agreement under point 21 which had not yet been followed.

Recommendation 11	The dispute procedure set out in the legal agreement under point 21 relating to Woodrush Sports Centre be followed immediately in order to resolve the issue.
Financial Implications	If an arbitrator had to be appointed, there would be financial implications for one or all three parties involved. The actual cost and who would be asked to meet the costs is unknown as it would depend on the arbitrator's decision and the length of time it took the arbitrator to come to a decision. It is usual that this type of clause (point 21 of legal agreement) contains provision for the cost of the arbitrator to be payable as specified by the arbitrator e.g. the party who is at fault be requested to pay the arbitrator costs.
Other Implications	Legal Implications – Agreement between Bromsgrove District Council, Worcestershire County Council and Woodrush High School; Arbitration Act 1950.
Corporate Objectives	This recommendation is linked to the following Corporate Objectives: to provide a sustainable culture and leisure

	opportunities; and to protect and improve our environment and promote sustainable communities.
Risk Management	The risk of not following the dispute procedure as set out in the legal agreement relating to Woodrush Sports Centre is it increases the possibility of the issue remaining unresolved. In the meantime, the maintenance problems at the Sports Centre are likely to worsen causing a potential Health and Safety risk in relation to the users, including pupils attending Woodrush High School. On the other side, there are possible financial implications in appointing an arbitrator.

Dolphin Centre

We investigated issues surrounding the Dolphin Centre and although there is a concern relating to equality of opportunity in recruitment and selection across the Council which includes the Dolphin Centre (which Human Resources and Organisational Development is currently addressing - see page 3 of this report), we are pleased that there does appear to be a reasonable gender mix.

The Task Group were also impressed by the amount of consultation carried out by the Dolphin Centre as there is a user satisfaction questionnaires which are available for any customer to complete at any time. We were also informed of a recent survey carried out between October and December 2005.

We were informed that performance indicators were discussed at the monthly management team meetings and any trends identified and discussed further. We hope this is continued and would like to congratulate members of staff at the Dolphin Centre.

Needs Analysis and Risk Management

During the work of the Task Group, it came to light that funding had been given by this District Council towards the building of a new sports hall at Hunters Hill School in Blackwell which is owned by Birmingham City Council.

Although we are aware that the sports hall is intended for local community use as well as the school, we were surprised to learn that officers had not carried out a needs analysis before submitting a report to the Executive Cabinet.

The task group questioned the need of such facilities for residents in Blackwell compared to the need of residents in less fortunate areas of the District. Without a needs analysis carried out and all risks taken into consideration, we believe there is a potential that funding could be misallocated.

If officers do not carry out a needs analysis and consider all the risks and implications as well as provide this vital information to the Executive Cabinet, the Executive Cabinet could be misled.

Recommendation 12	No funding to be made available unless officers have carried out a full needs analysis. Risks and other implications should also be considered by officers and included in their reports to the Executive Cabinet.
Financial Implications	There are no financial implications directly relating to this recommendation, however, it could be said that if needs analysis for all projects and risks along with all other implications are taken into account, it makes it more likely that Culture and Community Services will appropriately allocate their resources to projects which have the most need.
Other Implications	Equalities Implications – It is the responsibility of every Councillor and member of staff to develop the Council’s services in order that they are provided in a fair and equitable manner. Carrying out needs analysis will assist the Council in ensuring this happens and that no one is disadvantaged by our actions or inactions, words or service because of their ethnic origin, income etc.
Corporate Objectives	This recommendation is linked to the following Corporate Objectives: to be an efficient and effective Council; and to provide a sustainable culture and leisure opportunities.
Risk Management	A major risk of not ensuring needs analysis are carried out and all risks and other implications are considered is that it could mislead the Executive Cabinet and potentially cause inappropriate allocation of funds.

CONCLUSION

As a Task Group we see that Culture and Community Services have provided value for money in certain areas such as the Bonfire Display and Street Theatre. The Service area should also be congratulated on their work at the Dolphin Centre in relation to disabled customers, as it is known that many of them have said that the Dolphin Centre is “the best in the area.” However, it is believed that Culture and Community Services have failed in other areas to ensure residents of the District receive value for money, particularly in relation to the state of play areas and especially in light of employee costs.

Officers agree that some play areas are in an “appalling” state and it seems very unfair to local residents that there is not a rolling maintenance programme for simple play area equipment. As stated earlier in this report, the risk of not having a budget for a rolling replacement programme for play area equipment is that it is likely to impact on crime and disorder. As Section 17 is a legal duty, apart from the adverse effects for the community, legal action can be taken against councils that do not comply with Section 17. As the cost of dealing with the effect of crime and disorder is likely to be more than the cost of preventing it, it is surely in everyone’s best interest to see if we can provide well maintained play areas to all our residents.

It is the Task Group’s opinion that there is a need to improve the organisation of resources in Culture and Community Services and that officers also need to learn how to prioritise, maintain those priorities and be flexible in order to meet the needs of the residents of the District. This can be done by providing training as well as by officers

ensuring needs analysis are carried out for every project and all implications and risks are considered before making recommendations to Executive Cabinet.

By ensuring needs analysis and risks and all other implications are taken into account and these are made clear to members of the Executive Cabinet, it will mean that Culture and Community Services has a far better likelihood of making sure a focused approach is taken; work and projects are properly prioritised and organised; and that funding along with other resources is appropriately allocated.

We believe that the previous capital bids were not supported by sufficient evidence and information relating to the consequences of having no funding available for a rolling programme for replacing play area equipment. Luckily, with Section 106 monies, work can be carried out this year, albeit disappointingly late due to confusion regarding EU Procurement, but as stated earlier in this report, both officers and the Task Group are concerned about what happens after this funding has been spent and there is no capital funding provided in the future.

It was a disappointment to receive misleading and inaccurate reports from officers within Culture and Community Services (with the exception of officers at the Dolphin Centre). We also uncovered: communication problems; a lack of processes in place; no effective internal partnership working between sections within Culture and Community Services and across other service areas; lack of knowledge about EU Procurement which acted as a barrier; and the lack of capacity to enforce conditions of grant in relation to future partnership working (Parish Councils for example).

The Task Group feel that, unfortunately, overall there is little evidence to show value for money and therefore cannot justify the expenditure compared to the outcomes achieved by Culture and Community Services. It certainly appears that parts of the service are “run on a shoestring”.

We hope that some of the problems discovered can be at least be partially addressed by approving and implementing the recommendations contained within this report which are in line with the Council’s key priorities (Healthy and safe communities; Efficient and effective conduct of Council business); the Council’s objectives; the Communication Strategy; the Equalities Policy; the Community Safety Strategy 2005-2008; and Section 17 of the Crime and Disorder Act 1998.

REVIEW

The Task Group has decided to reconvene in 12 months to review whether or not the recommendations set out in this report have been implemented and

- (i) if so, how effective/ineffective they have been; or
- (ii) if not, consider the reasons for that decision and the consequences on the residents in the District.

Councillor P. M. McDonald
Chairman of the Culture and Community Task Group

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APPENDICES

Appendix I – Task Group's Terms of Reference

Appendix II – A list of Individuals the Task Group Consulted

Appendix III (a) to (d) – Minutes of Task Group Meetings

Appendix IV – Condition of Play Areas Report

Appendix V – EU Procurement Thresholds

Appendix VI – Legal Agreement relating to Woodrush Sports Centre

Culture and Community Task Group

Aim:

- To assure that residents receive value for money and in doing so identify any barriers, obstacles, waste that may impair on the delivery of services, as well as identifying any opportunities and partnership working within the service area
- Make recommendations to Scrutiny Steering Board

Required for the Task Group

- Number of staff employed
- Employee costs
- Personal recruitment and replacement process
- Span of control and Decision-making process
- Tendering process (lead times etc)
- Replacement programme/Budget (Playing apparatus)
- Cross-functional operations and meetings
- Evaluation and monitoring procedures
- Operational costs of the Dolphin centre, Woodrush Sports Centre and Haybridge Sports Centre – Income/Expenditure
- The overall aims of the department

This will mean meeting with the heads of department and those managing the Dolphin Centre

Councillor P. M. McDonald

A List of Individuals the Task Group Consulted between March and May 2006

1. Mr. P. Street, Corporate Director (Services)
With the exception of the initial meeting, Mr. Street was invited and attended all Task Group Meetings.
2. Mr. R. Hazlehurst, Head of Culture and Community Services
Mr. Hazlehurst attended two of the four meetings of the Task Group.
3. Ms. J. Pickering, Head of Financial Services
Ms. Pickering attended the Meeting on 27th March 2006 and answered questions in relation to Culture and Community Services Budget.
4. Ms. C. Armour, Interim Head of Human Resources and Organisational Development
Ms. Armour attended the Meeting on 27th March 2006 and answered questions in relation to recruitment and selection in Culture and Community Services.
5. Mr. R. Heard, Parks and Recreational Development Manager
Mr. Heard attended the meeting of the Task Group on 9th May 2006 to answer members' questions in relation to Parks.
6. Sports Services
Mr. Godwin (General Manager of Sports Services) provided the Task Group with information relating to the Dolphin Centre as the Task Group requested. Mr. Steed (Operations Manager) attended the Task Group meeting held on the 11th April 2006.
7. Procurement Team
Mr. Haslam (Procurement Advisor) provided information to the Chairman of the Task Group. Mr. Hogan (Procurement Manager) attended the Task Group Meeting held on the 9th May 2006.

CULTURE AND COMMUNITY TASK GROUP

CONFERENCE ROOM, COUNCIL HOUSE, BROMSGROVE

Tuesday, 14th March 2006 at 5.30 p.m.

PRESENT: Councillors P. M. McDonald (Chairman), A. N. Blagg, Mrs. K. M. Gall, D. McGrath and S. P. Shannon.

Mr. J. Wright, Democratic Services Manager
Miss D. McCarthy, Committee Services Officer

1. **APOLOGIES FOR ABSENCE**

An apology for absence was received from Mrs. S. J. Baxter.

2. **DECLARATIONS OF INTEREST**

No declarations of interest were made.

3. **TERMS OF REFERENCE OF THE TASK GROUP**

Members considered what the Chairman believed were the aims of the task group which the Scrutiny Steering Board approved at its last meeting held on 8th March 2006. The aims were as follows:

- To assure that residents receive value for money from Culture and Community Services and in doing so identify any barriers, obstacles, waste that may impair on the delivery of services, as well as identifying any opportunities and partnership working within the service area
- Make recommendations to the Scrutiny Steering Board

AGREED that the terms of reference be approved.

4. **INFORMATION REQUIRED**

It was believed that in order for the task group to investigate whether or not Culture and Community Services provided value for money, the task group would need certain information. A discussion took place on what information was required and who would need to be invited to future meetings of the task group for members to gain further information.

AGREED:

- (a) that the following information would be provided and if possible, sent to members of the task group before the next meeting:
- i. Number of staff employed in Culture and Community Services
 - ii. Staff structure of Culture and Community Services
 - iii. Employee costs of Culture and Community Services
 - iv. Recruitment and Replacement processes (e.g. when posts become vacant do they go through job evaluation first?)
 - v. Span of control and decision making (e.g. scheme of delegation)
 - vi. Tendering process and lead-in times (e.g. do staff wait for "economies of scale"? If so, what length of time do staff wait and why? When is the decision made to put something out to tender?)

- vii. Replacement programme, budget and life cycle for playing apparatus (e.g. do they exist? Is there a replacement budget for playing apparatus? If so, where does it go? If not, why not?)
 - viii. Cross functional operations and meetings (e.g. are there any?)
 - ix. Evaluation and monitoring procedures (e.g. how are processes evaluated and monitored? Are there any barriers?)
 - x. Operational costs of Woodrush Sports Centre and Haybridge Sports Centre – Income and Expenditure (e.g. what is the agreement of responsibilities and in particular the financial arrangement for the two sports centres? Who runs them? What lessons could be/have been learnt in relation to Haybridge Sports Centre?)
 - xi. The aims and objectives of Culture and Community Services and how those aims and objectives are achieved
- (b) that the Interim Head of Organisational Development and Human Resources be invited to attend the next meeting of the task group to provide further information, particularly on points i to iv under (a);
 - (c) that the Head of Culture and Community Services and the Parks and Recreational Development Manager be invited to attend the next meeting of the task group to provide further information on the list of points under (a);
 - (d) that the appropriate officer from Financial Services be invited to attend the next meeting of the task group to provide further information on points under (a) which relate to financial matters; and
 - (e) that issues relating to the Dolphin Centre would be considered at the third meeting of the task group.

5. **DATE OF NEXT MEETING**

It was **AGREED** that the next meeting be scheduled to be held on Monday 27th March 2006 at 5.30pm.

The Meeting closed at 6.00 pm

CULTURE AND COMMUNITY TASK GROUP

CONFERENCE ROOM, COUNCIL HOUSE, BROMSGROVE

Monday, 27th March 2006 at 5.30 p.m.

PRESENT: Councillors P. M. McDonald (Chairman), Mrs. S. J. Baxter A. N. Blagg, Mrs. K. M. Gall, D. McGrath and S. P. Shannon.

Mr. P. Street, Corporate Director (Services)
Ms. C. Armour, Interim Head of Human Resources and Organisational Development
Ms. J. Pickering, Head of Financial Services
Miss D. McCarthy, Committee Services Officer

1. **APOLOGIES FOR ABSENCE**

No apologies for absence were received.

2. **DECLARATIONS OF INTEREST**

No declarations of interest were made.

3. **MINUTES**

The Minutes of the Meeting of the Task Group held on 14th March 2006 were submitted.

RESOLVED that the Minutes be approved and confirmed as a correct record.

4. **HR ISSUES**

As requested at the last Task Group meeting, members received copies of: the Recruitment and Selection Policy; Culture and Community Services Staff Structure including grades; list of posts within Culture and Community Services; and an application form to fill a vacancy.

The Interim Head of Human Resources and Organisational Development, Ms. Clare Armour, was introduced to the group and answered several questions such as what happened when a job became vacant.

Ms. Armour stated that the Council had adopted a Job Evaluation (JE) scheme in October 2005 which would be implemented in the near future. It was believed that some managers did evaluate a position once it became vacant even though it was not part of the recruitment and selection process. However, Ms. Armour believed this could be corrected quickly to make sure there was consistency across the Council.

Members were informed that there was a proposal for a Workforce Plan to be compiled which would contain information on plans for each service over the next 5 years, including workforce implications. This was expected to challenge managers and assist the Council to continually improve. Work on this holistic approach would be taking place over the summer.

Comments were made by members such as vacancies should be seen as an opportunity to look at the position to see if it was "fit for purpose". Ms. Armour went

further by stating that the Council should not only wait for vacancies but take a proactive and strategic approach which was the reason for introducing Workforce Plan.

The "Equality of Opportunity" statement in the Recruitment and Selection Policy was discussed. Members questioned whether there was any evidence that the Council was adhering to this statement. Ms. Armour commented that it was up to the Council to improve its reputation as an employer and try to work towards changing the negative perception many members of the public had about working for a Council. Advertising was one area the HR department was looking into to try and assist the Council in attracting applicants with the right skills regardless of their race, age, disability and so on.

Members were also informed that the Recruitment and Selection Policy was due to be reviewed in the near future and comments made by the Task Group would be taken on board.

AGREED that the following be included in the Task Group's final report as recommendations to the Scrutiny Steering Board, and if approved, recommended to the Executive Cabinet:

- (a) that job evaluation be included in the Recruitment and Selection Policy and Procedure (Therefore, when a position becomes vacant, it is evaluated to ensure: the existing post is still required; and if it is, any necessary changes are made to the position so that it is "fit for purpose". This should assist the Council to continually improve.); and
- (b) although an "Equality of Opportunity" statement is included in the Recruitment and Selection Policy, the current approach to recruitment and selection fails to promote equality of opportunity and therefore should be improved.

5. **CULTURE AND COMMUNITY SERVICES BUSINESS PLAN 2006/07**

The employee costs of just under £2m were discussed. It was pointed out that this figure included vacant positions such as the Business Support Manager and therefore there would be a saving.

Mr. Street stated that it was his understanding that the newly created Business Support Manager post had been advertised and the closing date was the 6th March 2006.

Members were informed that Street Scene and Waste Management employee costs were almost £4m whilst Planning and Environment employee costs were £1.4m. It was believed that employee costs reflected the labour intensiveness of a particular service. Many employees in Culture and Community Services were part time seasonal staff.

It was commented that employee costs, contract costs and services provided needed to be looked at as a whole in order to decide whether residents were getting "value for money".

The Bonfire Display was used as an example of how the Task Group could measure the financial cost versus the service provided (numbers who attend). It was suggested that such events could be seen as a revenue generating opportunity and that sponsorship could also be looked into.

In response, Mr. Street commented that it was his understanding that the cost of the bonfire was approximately £25,000 and approximately 21,000 people attended. He also stated that sponsorship was an issue that was actively being pursued and it was

anticipated that by March/April 2007, the Council would have sponsors for some of their events.

When asked if there was a relationship between the replacement programme of play equipment in parks and the overall objectives of the Council in terms of “providing active and passive leisure opportunities, enhancing physical and mental health, improving lifestyle and community space, reducing crime and disorder”, Mr. Street believed there was a connection.

A discussion ensued regarding partnerships with Parish Councils. It was stated that Parish Councils managed and maintained some parks and open spaces owned and leased out by the District Council. As residents in a parished area pay a Parish Council precept, it was questioned whether or not there was an increased expenditure on parks and open spaces owned by the District Council and maintained by Parish Councils.

AGREED that the following information be provided:

- (a) numbers of people who have attended the Bonfire Display at Sanders Park in previous years compared to the cost of the Bonfire Display (per head);
- (b) information relating to the issue of sponsorship of Council events and how this option would be actively pursued; and
- (c) information relating to partnerships with Parish Councils (to include whether or not there is double expenditure on parks maintained by Parish Councils, considering residents in parished areas pay a Parish Council precept).

6. **REPORT OF THE HEAD OF CULTURE AND COMMUNITY SERVICES**

Tendering Process and Replacement Programme

Members asked what determined economies of scale. The example of providing a play area in Brook Road Recreation Ground was used. It was believed that the Council could have invested £35,000 from the sale of the old Callowbrook School site but instead the Council seemed to wait for economies of scale. Members enquired what the policy was and how long the Council had to wait before purchasing equipment.

Mr. Street stated that it seemed Section 106 monies had not been distributed as quickly as it might have been and went on to briefly explain the European Union Procurement Arrangements.

Members were informed that no arrangements had been made for depreciation of equipment. Mr. Street confirmed that there was no replacement programme or budget at present for play equipment. However, there was £23,000 in the Capital Budget for minor repairs.

It was pointed out that in areas such as Hagley, Rubery and Charford, residents had already been waiting for 4 years for equipment to be replaced. Members enquired why there had been no future planning, monitoring or evaluation. (A similarity was drawn between Culture and Community Services and ICT in relation to future planning). Members felt a replacement policy was required, a list of equipment should be gathered and a 5 year or 10 year rolling replacement programme be put in place.

A short discussion ensued relating to whether or not a parallel could be drawn between employee costs and a replacement programme of play area equipment. Members questioned whether Culture and Community Services was delivering. The Chairman was of the opinion that local residents might believe they did not receive value for money and

that Culture and Community Services was “failing” in relation to its Business Plan, particularly considering the employee costs.

Mr. Street stated that he accepted the points members made but also believed that there were instances of the Service providing value for money such as the Bonfire Display and Street Theatre. However, Mr. Street did state that he took on board the issues raised relating to the proportion of spending compared to service delivery.

Ms. Pickering informed members that Mr. Hogan, Procurement Manager, from Worcestershire County Council, worked at this Council two days per week and he tried to ensure Councils countywide purchased what they required together to ensure each Council received the best discount. It was also stated that no Council had to wait for other Councils when purchasing.

Cross functional Meetings

Members were informed that Culture and Community Services and Street Scene and Waste Management did work together.

A short discussion then ensued relating to replacement of equipment at Sanders Park compared to other parks in the District including those managed by the Parish Councils.

AGREED that a report be submitted to the next meeting of the Task Group relating to the financial cost and amount of equipment replaced over the last 6 years at Sanders Park compared to all other parks in the District, including Parks managed by the Parish Councils.

Evaluation and Monitoring Procedures

It was asked whether there had been any action plans compiled in the past year. Mr. Street stated he was aware of a small number of action plans such as those put together when applications for funding had been made.

Members had several questions relating to evaluating and monitoring such as how it was carried out.

Therefore, it was **AGREED** that the following information be provided:

- (a) information relating to local performance indicators including the benchmark for monitoring;
- (b) examples of how monitoring and evaluation is carried out in Culture and Community Services; and
- (c) information on what happens with the results/recommendations of the monitoring and evaluation processes.

Haybridge and Woodrush Sports Centres

It was pointed out that the maintenance of Haybridge and Woodrush Sports Centres was clearly the responsibility of Worcestershire County Council according to the agreements and a lengthy discussion ensued relating to the condition of both Sports Centres.

It was pointed out that there was a procedure for disputes included in the Woodrush agreement but it was hoped it could be resolved before the need to pursue this avenue. Mr. Street also informed members that Woodrush Sports Centre did still meet the requirements of the Health and Safety legislation.

AGREED

- (a) that it be included in the final report of the Task Group that it be recommended that the Dispute Procedure under point 21 of the Agreement relating to Woodrush Sports Centre be followed immediately; and
- (b) it be reported back to members of the Task Group:
 - i. whether or not Councillors' complaints relating to Culture and Community Services were monitored; and
 - ii. time taken to resolve issues from when a complaint was received to resolution.

7. DATE AND INFORMATION REQUIRED AT NEXT MEETING

It was **AGREED**:

- (a) that the next meeting be scheduled to be held on Tuesday 11th April 2006 at 5.00pm;
- (b) that Mr. Hazlehurst, Head of Culture and Community Services and/or Mr. Street, Corporate Director (Services) be invited to the next meeting of the Task Group;
- (c) that Mr. Godwin, General Manager (Sports Services) be invited to the next meeting of the Task Group; and
- (d) that the following information relating to the Dolphin Centre ONLY be provided:
 - i. number of staff employed;
 - ii. employee costs;
 - iii. staff structure and span of control;
 - iv. number of agency staff and cost;
 - v. information relating to risk management and risk assessments;
 - vi. number of people using the facilities;
 - vii. number of disabled people using the facilities and how this information is monitored;
 - viii. number of elderly using the facilities over the past 5 years and how this information is monitored;
 - ix. information relating to the needs of the disabled being met (e.g. disabled access; conforming to the DDA legislation etc);
 - x. update on "Phase II" of the refurbishment; and
 - xi. aims and objectives.

The Meeting closed at 7.05 pm

CULTURE AND COMMUNITY TASK GROUP

CONFERENCE ROOM, COUNCIL HOUSE, BROMSGROVE

Tuesday, 11th April 2006 at 5.00 p.m.

PRESENT: Councillors P. M. McDonald (Chairman), A. N. Blagg, Mrs. K. M. Gall, D. McGrath and S. P. Shannon.

Mr. P. Street, Corporate Director (Services)
Mr. R. Hazlehurst, Head of Culture and Community Services
Mr. D. Steed, Operations Manager – Sports Services
Miss D. McCarthy, Committee Services Officer

1. **APOLOGIES FOR ABSENCE**

An apology for absence was received from Mrs. S. J. Baxter.

2. **DECLARATIONS OF INTEREST**

No declarations of interest were made.

3. **MINUTES**

The Minutes of the Meeting of the Task Group held on 27th March 2006 were submitted.

RESOLVED that the Minutes be approved and confirmed as a correct record.

4. **REPORT OF THE HEAD OF CULTURE AND COMMUNITY SERVICES**

Bonfire Display

Mr. Hazlehurst informed members that the estimated costs per head for the Bonfire in previous years were: £1.47 in 2003 (15,000 attended); £1.48 in 2004 (16,500 attended); and £1.36 in 2005 (20,500 attended).

Parish Councils

It was explained that several Parish Councils had been assisted recently by the District Council. The District Council had assisted in ways such as purchasing the equipment on behalf of the Parish Council or providing a grant to enable a Parish Council to refurbish its play areas.

It was explained to members that due to the amount of Section 106 monies being spent on refurbishing play areas, the District Council would be entering into what was known as a Framework Agreement for the next 3 years. It was stated that this had been advertised in the European Journal. Members were informed that this would mean that the Council would work and negotiate with three companies to provide play area equipment for both District Council and Parish Council play areas.

Play Area Maintenance

There was concern over the Charford area as the report stated that there had been no refurbishment or replacement of play equipment since 1999. Mr. Hazlehurst

stated that up until 2 years ago there had been a budget for replacement of play equipment. Play areas were inspected and assessed and funding was spent on those areas with the greatest need at that time. It was pointed out that if funding had still been available, the Houseman Close play area in Charford would have been the next one in line to be refurbished.

It was questioned why there was such a large staff budget of £1.9m but no funding for a replacement programme of play area equipment. Mr. Hazlehurst informed members that there were only two members of staff who managed the Council's parks, open spaces and recreational areas.

Mr. Hazlehurst stated that there was £23,000 which could be spent on day-to-day wear and tear (general maintenance) but although bids had been made, there was no funding available in the Capital Budget to cover the cost of major refurbishment in the current financial year and the previous year. It was explained that only recently, since Section 106 monies had become accessible, had there been funding available to spend on replacement and refurbishment of play areas.

There was a shared concern by both members and officers that when the Section 106 monies had been spent, the Council might return to the same situation of having no funding for the replacement of equipment.

Brook Road Recreation Ground

It was understood by the Chairman that £35,000 had been available for Brook Road play area for a number of years; therefore, it was questioned why the funding had not been spent on the play area. Mr. Hazlehurst stated that the money had only been available for the past 18 months and in that time work had taken place on other key projects.

There was concern over the lack of play equipment at Brook Road which was for 3,500 local residents. Mr. Hazlehurst explained that Brook Road was part of the Contract recently advertised in the European Journal and the various procurement rules had to be followed. Members were informed that it was anticipated that the refurbishment at Brook Road would be completed by the end of the summer 2006.

There was concern that this would be another summer without a refurbished play area but it was explained that as the Council would be spending over £142,000 on the Service Contract, it had to go through the European Procurement process which meant the work could not be completed before that time.

Service Provided

It was asked why there had been no reports to the Executive Cabinet explaining the situation and the consequences of not having funding available to replace and refurbish play areas.

It was questioned how the public could have confidence in Culture and Community Services when it was felt that it had not delivered. Mr. Hazlehurst responded that his Service area could only deliver with the resources available and Culture and Community Services had in fact delivered on a number of major projects over the past few years including the Arts Centre and the Dolphin Centre refurbishment. It was also stated that bids for funding for replacement of play equipment had been put forward to the Executive Cabinet; however, these had been unsuccessful during the past 2 years due to the pressures on the Council's Capital Programme.

Maintenance

It was explained that play area minders inspected sites on a daily basis and dealt with minor issues such as clearing debris. Officers from Street Scene and Waste Management carried out more detailed inspections of sites and any repairs required used to be reported back. However, the process had recently been reviewed and Street Scene and Waste Management had been given delegated powers to carry out minor repairs up to the cost of £250 per site per visit.

Members questioned the number of works carried out on various sites such as Callowbrook, Rubery and Villiers Road, Charford.

AGREED that the Head of Culture and Community would find out the details of the work that had been carried out on play area sites, and in particular, the play areas located at Callowbrook, Rubery (Brook Road) and Villiers Road, Charford.

Reports of Vandalism

There was concern over how reports of vandalism of play area equipment and litter bins were dealt with and why CCTV cameras were not picking up the vandals. Mr. Hazlehurst informed members that there were 96 cameras which were monitored by staff but it would be impossible for them to monitor all of them, all of the time. However, if someone telephoned and gave the date, approximate time and area an incident took place, staff would be able to review the tapes. If the incident had been caught on camera, the police would be notified and given a copy of the tape as evidence for them to investigate the matter further.

Questions were asked about vandal-resist bins in terms of quality and whether they were cost-effective. It was also pointed out that lack of play area equipment and other entertainment could be the reason why youths vandalised bins. If equipment was properly maintained, it was hoped that youths might respect it. There was concern that a report had not been submitted to the Executive Cabinet advising them of the consequences of such vandalism which were possibly caused by a lack of activities for youths. It was suggested that this could be included in the task group report.

Councillor McGrath stated that he had left messages for two members of staff in Culture and Community Services at the beginning of April 2006 reporting that a dog fouling bin had been vandalised but had not received a response.

AGREED that the Head of Culture and Community Services would investigate what had happened regarding the vandalism in Rubery (relating to a dog fouling bin) and report back.

Condition of Play Areas

It was suggested by Mr. Street that a report be compiled for task group members giving information on the general condition of all the play areas across the District, to assist in identifying areas which were in particularly poor condition. Mr. Street agreed that some of the play areas were in "appalling" condition and it was important that a focused approach was taken to ensure the areas which needed the most attention were dealt with first.

AGREED that the Corporate Director (Services) and the Head of Culture and Community Services compile a report giving information on the general condition of all the play areas across the District maintained by the Council.

Sports Hall at Hunters Hill School in Blackwell

A discussion ensued relating to funding given by the District Council towards the building of a new sports hall at Hunters Hill School in Blackwell which is owned by Birmingham City Council. There was concern that money was being spent on a school owned by another local authority when funding was needed for play areas within the District.

Mr. Hazlehurst stated that the sports hall was intended for dual use meaning the local community, as well as the school, could use the sports hall and benefit from the outdoor activity provision which would also be available. It was explained that members of the Executive Cabinet had been asked to consider whether or not this Council wanted to make a contribution to the building of the new sports hall and the Executive Cabinet decided to support this project. Furthermore, it was stated that residents in Blackwell had made it known to the Council for some time that, as there were few recreational facilities in that area, they required and would appreciate access to such facilities.

Mr. Hazlehurst informed members that a full needs analysis had not been carried out. Members questioned this and felt that other areas had a greater need compared to Blackwell. Therefore, it was suggested that a recommendation from the task group could be that no funding should be made available in future unless officers had carried out a full needs analysis.

Monitoring and Evaluating

The statement "...action taken to repair our play areas irrespective of the geographical location of the site" was questioned. The Chairman pointed out that it could be perceived by members of the public that that any issues relating to Sanders Park were dealt with quicker than other play areas in the District. However, Mr. Hazlehurst commented that Culture and Community Services tried to operate in a consistent manner across the District.

It was believed that there was no monitoring and evaluation carried out or actions plans in place. Mr. Hazlehurst disagreed and stated that Culture and Community Services regularly carried out assessments and consulted with members of the public. It was stated that for major projects such as the Arts Centre, a full needs assessment had been carried out.

Members commented on the lack of communication and that there was no feedback when members reported incidences of vandalism. The examples given were vandals burning the dog fouling bin in Rubery (mentioned earlier in the meeting) as well as graffiti.

AGREED that the Head of Culture and Community Services would communicate with staff on the vandalism occurring in Rubery to see what more could be done to deal with the issue.

European Procurement

A short discussion ensued relating to European Procurement Arrangements. It was explained that the new directives had caused a delay which had not been envisaged and that was the reason why the work on the Brook Road play area in Rubery would not be complete until after the summer. It was argued that officers must have known about the European Procurement Arrangements for some time.

It was questioned whether there was an issue relating to staff training which needed to be addressed, to ensure staff fully understood new directives and procedures. Mr. Hazlehurst stated that the Service was now obtaining professional advice from the new Procurement Team at the Council.

5. **DOLPHIN CENTRE ISSUES**

Staffing

It was stated that no disabled persons or anyone from an ethnic minority group were currently employed at the Dolphin Centre. In terms of disability, it was stated that most staff at the Dolphin Centre had to be physically fit, able to carry out their duties and be suitably qualified. If a disabled person could meet the criteria, then there would be no reason why they could not be employed at the Dolphin Centre.

It was estimated that there was approximately 1% of the population in Bromsgrove who were from an ethnic minority group. There was concern that this was not reflected in the work force at the Dolphin Centre. It was suggested that perhaps there were problems with the recruitment and selection process. Mr. Street commented that perhaps the Council as a whole needed to look at the Recruitment and Selection process in relation to trying to encourage those from minority groups to apply for vacant positions.

The gender mix of managerial posts was considered. It was stated that of the three Duty Managers at the Dolphin Centre, two were female. At present the three supervisors were male, however, it was pointed out that this was unusual. The last female supervisor had been promoted to Duty Manager.

AGREED that the gender mix of positions, particularly supervisor and above, be supplied to the next meeting of the task group.

Consultation

It was stated that refurbishment of the Dolphin Centre had been over and above the minimum standards and it was believed that disabled customers felt it was "the best in the area".

It was asked whether customers, including the disabled were ever given the opportunity to give their views. It was stated that a questionnaire was sent out between October and December 2005 and there were also user satisfaction questionnaires which anyone could complete at any time. It was pointed out that the Padstone Unit had not been sent any questionnaires and this was noted by officers.

It was stated that performance indicators (PIs) were discussed at management team meetings every month and any trends identified.

Disabled – Blue Badge

A discussion ensued relating to the Blue Badge Scheme for the disabled and specifically, how Blue Badges were obtained. It was reported that an incident had occurred recently which meant a disabled person could not be advised by a member of staff at the Dolphin Centre or at the Customer Service Centre regarding what they needed to do to obtain a Blue Badge. It was suggested that staff at the Dolphin Centre be made aware of the process to allow them to advise disabled visitors how to obtain a Blue Badge. Mr. Hazlehurst commented that the incident mentioned had been addressed.

6. **DATE OF NEXT MEETING**

It was **AGREED**:

- (a) that the next meeting be scheduled to be held on Tuesday 9th May 2006 at 4.00pm;
- (b) that the Chairman would meet with the Committee Services Officer after the Easter Break to discuss the content of the Task Group Report;
- (c) that the Draft Task Group Report be submitted to the next meeting of the Task Group and once approved, be submitted to the Scrutiny Steering Board Meeting scheduled to be held on 31st May 2006.

The Meeting closed at 6.30 pm

CULTURE AND COMMUNITY TASK GROUP

CONFERENCE ROOM, COUNCIL HOUSE, BROMSGROVE

Tuesday, 9th May 2006 at 5.00 p.m.

PRESENT: Councillors P. M. McDonald (Chairman), Mrs. S. J. Baxter, A. N. Blagg, Mrs. K. M. Gall, D. McGrath and S. P. Shannon.

Mr. P. Street, Corporate Director (Services)
Mr. R. Hazlehurst, Head of Culture and Community Services
Mr. R. Heard, Parks and Recreational Development Manager
Mr. D. Hogan, Procurement Manager
Miss D. McCarthy, Committee Services Officer

1. **APOLOGIES FOR ABSENCE**

No apologies for absence were received.

2. **DECLARATIONS OF INTEREST**

No declarations of interest were made.

3. **MINUTES**

The Minutes of the Meeting of the Task Group held on 11th April 2006 were submitted.

RESOLVED that, subject to the sentence "Councillor McDonald also stated that a swing had been burnt out" being added to the end of the sixth paragraph on page 3, the Minutes be approved and confirmed as a correct record.

4. **REPORT OF THE HEAD OF CULTURE AND COMMUNITY SERVICES**

Procurement

The Procurement Manager confirmed that one park could have been refurbished separately and therefore would not have been subject to EU Procurement rules. It was stated that it was possible this option would not have given value for money; however, if a park did have an outstanding need, the work could have been carried out earlier.

Equal Opportunities

Members questioned why there was only 30% of staff at supervisor level and over employed within Sports Services who were female. It was explained that currently the three supervisors were male. Two previous supervisors had recently been promoted to Duty Manager and two males who were appointed as supervisors, as they happened to be the best candidates at that time.

It was pointed out that there was a 50/50 split between male and female in the structure overall. The Head of Culture and Community Services also mentioned that

there was a high turnover of staff in sports services due to the nature of the work and often female staff worked part time.

Members again voiced their concerns about the lack of equality of opportunity. Officers stated that although at present no members of staff were from ethnic minority groups (for example) they had in fact employed people from minority groups in the past that had since moved on.

Members questioned procedures in place such as exit interviews and asked where vacancies were advertised. The Head of Culture and Community Services responded that exit interviews were carried out and vacancies were advertised in the local media, job centres and specialised leisure press.

It was felt that a better mix of people from all groups was needed and that equality and diversity was a corporate issue and not solely a problem that Culture and Community Services were facing.

Play Area Condition Summary Report

Members carefully considered the report submitted. Officers informed members that it included independent remarks from The Royal Society of the Prevention of Accidents (RoSPA) including a play value score for each play area.

Many questions were asked about this report. The main point made by all members was that the play value scores were meaningless due to having no information to tell members or officers what the ideal score should be for each play area.

Various sites described in the report were discussed in detail. For example, for the play area on Houseman Close in Charford, RoSPA stated "Virtually all items have been removed, so no play value is given. The area looks neglected." Members questioned why it had been allowed to reach this state. Officers again stated that it was due to the capital bids for funding over the past 2 years being turned down. Houseman Close play area was the next in line to be refurbished but with no funding available, this could not be done and equipment was removed due to health and safety reasons.

Members again questioned why consequences of not having funding available for refurbishment of play areas had not been made clear in reports to the Executive Cabinet over the past 2 years.

Work carried out in particular play areas

One point made by members was their disappointment that information included in this report was incorrect and therefore misleading. For example, it stated that on the 12th August 2005 the following work was due to be carried out in Callowbrook play area, "Replace dangerous missing floor on tower/slide multi play unit..." Two members of the Task Group who live in the vicinity were able to inform the rest of the Task Group that this was not true. The slide floor had not been replaced and instead the whole slide had been completely removed.

Members requested that officers ensure they check that the information contained within their reports was factually correct.

5. **DRAFT TASK GROUP REPORT**

Members considered the draft report of the Task Group which was due to be considered at the Scrutiny Steering Board Meeting on 31st May 2006.

Amendments were made including adding in extra recommendations.

It was **AGREED**:

- (a) that the various amendments discussed by the Task Group be included in the final report;
- (b) that the amended report be sent to all Task Group members for further comments;
- (c) that members inform the Committee Services Officer of any further amendments or comments within 48 hours;
- (d) that the final Task Group report be submitted to the next meeting of the Scrutiny Steering Board.

The Meeting closed at 5.25 pm

Culture and Community Services Task Group

Play Area Condition Summary Report

This report includes all play areas that the Council owns and operates; it does not include play areas owned/managed by other organisations across the district.

As well as a brief description of the condition of the play areas officers have included the Play Value Score for each site as this is also taken into consideration when prioritising which sites are proposed for refurbishment. The play area score is attributed using a formula against a number of criteria largely focused upon the level and type of stimulation and child development that each item of equipment can give the children that use it. A more detailed explanation of how a Play Value Score is calculated can be provided verbally to Task Group members if required.

C&CS currently hold the play area condition reports, generated from daily, monthly and annual inspection records, in hard copy format, as inherited from Engineering Services, and officers are in the process of transferring this information on to an electronic database that shall bring together all the information associated with our play areas. The information on the database will help inform the priorities for asset replacement in the future. A more detailed explanation of what we aim to achieve in this regard can be provided verbally at the meeting if required.

The comments incorporated in this report regarding play value and condition of the play areas are largely provided by the independent RoSPA RPII (Register for Playground Inspectors International) Inspector as contained within the annual inspection report (last completed in August 2005).

However Officers have added supplementary information where necessary as indicated in *italics*

1. Name of Site Sanders Park, Kidderminster Road

**Play Area
Condition/Development**

The total Play Value Score is 116. Included in this total score are:
Toddler: 20 Junior: 29 Teenage: 14

The play value score includes the ball games and skateboard areas.
The play value score is high and there are a variety of opportunities for all ages.
The skateboard facility caters for the older age group and provides a natural separation for the different ages. Though in the middle of the park, other users will give good casual supervision.

This play area was installed in May 2005 and as should be expected the condition of the play area remains very good. No significant additional improvements are necessary in the near future.

There are limited sightlines and therefore casual supervision from houses, even though they are quite close. Passers-by at the road are a good distance away from the play area.

The limited catchment and location suggest that any significant developments at this site could not be justified. When developed it should be situated further away from the stream.

The play area remains in reasonable condition some items are old but in satisfactory condition. Old play equipment in particular will continue to be monitored and selected for replacement as necessary. Consideration for refurbishment, inclusive of extending the range of equipment and considering an alternative position within the park, is preferable within the next 5 years.

10. Name of Site **Bournheath Recreation, Claypit Lane**

**Play Area
Condition/Development**

The total Play Value Score is 33. Included in this total score are:

Toddler: 3 Junior: 8 Teenage: 4

The play value score includes the 'goal' in the adjacent area. There are a reasonable variety of opportunities for children of a wide age range.

No significant developments are suggested in the medium term. In the longer term an additional item for toddlers could be considered e.g. slide, roundabout and the current rocker, which does not work well, could be replaced by a springer.

There is sufficient space for a challenge item e.g. scale, maypole swing etc. for young teenagers.

The location at the road, with no footpath, and with limited numbers of houses close by will limit usage.

The play equipment remains in satisfactory condition.

11. Name of Site **Swans Length Recreation, Alvechurch**

**Play Area
Condition/Development**

The total Play Value Score is 26. Included in this total score are:

Toddler: 1 Junior: 6 Teenage: 4

The Play Value Score is reasonable for this type of facility. If desired there is sufficient space for a challenge item for older children.

The play area equipment are of different ages but generally remains in satisfactory condition although a number of improvements are recommended to improve

accessibility to the site, which are deemed unsatisfactory in DDA terms, and to improve the play value of the site.

£40k has been allocated from Section 106 funds to refurbish the site; the contract being subject to the Council awarding the framework contract covered within the European procurement guidelines.

12. Name of Site The Horsecourse POS, Catshill

**Play Area
Condition/Development**

The total Play Value Score is 35. Included in this total score are:

Toddler: 3 Junior: 8 Teenage: 4

The play value includes the basketball area.

The play area has a fair play value. However there is sufficient space for additional toddler items and also challenge items for older children. These would increase the Play Value Score.

The play area appears uncared for and attention to painting and cleanliness would significantly improve the feel of the site.

The play area has received the effects of anti social activity requiring regular cleansing of discarded litter/bottles and replacement bins and log edging around the bark pit. The play equipment is in need of replacement. Officers recommend the removal of the bark pit in favour of a rubber surfaced facility with new play equipment.

£50k has been allocated to refurbish the site; the contract being subject to the Council awarding the framework contract covered within the European procurement guidelines.

13. Name of Site Broad Street Recreation Ground (2 play areas), Sidemoor

**Play Area
Condition/Development**

The total Play Value Score is 40. Included in this total score are:

Toddler: 4 Junior: 11 Teenage: 6

This is quite a good Play Value Score, reflecting the new equipment at both ends of the site and the existing basketball area. The site enjoys good casual supervision from nearby housing and passers-by.

The site consists of two play areas; one for toddlers (new equipment installed 2002) and a junior play area (in 2004). The equipment remains in good condition. However site cleansing remains necessary at regular intervals.

14. Name of Site **Boleyn Road, Frankley**

**Play Area
Condition/Development**

The total Play Value Score is 14. Included in this total score are:

Toddler: 2 Junior: 3 Teenage: 0

The play value score does not include the playing field or trim trail. The aerial runway is not included as it is permanently out of action.

This site is isolated, with poor casual supervision from nearby housing, and it has a busy road to one side. This and the distance from housing mean that children are likely to feel vulnerable. Consequently this site has relatively low use. These factors also mean that it is vulnerable to vandalism, from which it suffers.

It is recommended that the play area equipment be removed and an alternative site be found for the play area that can cater for the children of this area.

The play equipment is old but remains in acceptable condition – it is recommended that the equipment is progressively removed following defects or vandalism and consideration given to the future of the play area in this location.

15. Name of Site **Shelley Close POS, Catshill**

**Play Area
Condition/Development**

The total Play Value Score is 30. Included in this total score are:

Toddler: 2 Junior: 7 Teenage: 0

The equipment is in good condition with a good life expectancy. There are a variety of opportunities for children, from toddlers to seniors.

The site enjoys good casual supervision from houses at the edge of the field. Hedging/fencing should be maintained so that sightlines are not lost

No significant developments are recommended at this time, except that the provision of a goal, with some filling in of the uneven surface at this area, will probably be desired by older children.

Local play area provision will also be extended following completion of the new play area currently under construction at the Meadow Trust ground, Meadow Road, Catshill which is being grant funded by the Council.

16. Name of Site **Upland Grove POS/Pennine Road**

**Play Area
Condition/Development**

The total Play Value Score is 25. Included in this total score are:

Toddler: 1 Junior: 4 Teenage: 4

There are only three items of equipment but they give a range of opportunities, particularly for toddlers and young teenagers. There are limited opportunities for juniors.

The site is somewhat isolated. There are high fences and limited passers-by.

By night the site could become vulnerable. Graffiti indicates this may be the case.

The equipment is in reasonable condition and no further development is suggested at this site.

17. Name of Site **Fordhouse Road POS, Stoney Hill**

**Play Area
Condition/Development**

The total Play Value Score is 22. Included in this total score are:

Toddler: 2 Junior: 5 Teenage: 0

The play value score is satisfactory for a small local play area.

The area is close to houses, to give good casual supervision and a feeling of security, but with a sufficient buffer zone.

Equipment is in good condition and sufficient and no developments are suggested.

The play area is next to a very busy road, which reduces catchment.

18. Name of Site **Houseman Close POS, Charford**

**Play Area
Condition/Development**

Virtually all items have been removed, so no play value is given. The area looks neglected.

The high hedges and fences at the backs of surrounding houses mean that casual supervision is severely limited at this site and houses have limited sense of ownership.

21. Name of Site **Silverdale Play Area, Sidemoor**

**Play Area
Condition/Development**

The total Play Value Score is 25. Included in this total score are:

Toddler: 4 Junior: 6 Teenage: 0

This site was refurbished in 2002 and the equipment remains in good condition. The Play Value Score is reasonable for a small play area.

The close proximity of the play area to housing makes it suitable for younger children, although it is partially hidden away. The open style fencing has improved casual supervision.

The newness of the site means that no developments are currently recommended.

The type of equipment generally caters for toddlers and young juniors, although the turnstile roundabout will be enjoyed by older juniors.

22. Name of Site **Innage Play Area, Wythall**

**Play Area
Condition/Development**

This is a small play area suitable for local play only.

There are good sightlines from nearby houses and passers-by. The buffer zone is slightly shorter than desirable.

The area is suitable for a small number of low-key items for younger children.

The adjacent road is not traffic-calmed, which will increase risk. Although not a busy road it is likely that the occasional car will travel fast.

Play equipment has been progressively removed from the site on health and safety grounds following periods of anti social activity and local objection to replacing items of play equipment. The bark pit therefore remains purely to reduce the effects of excessive use by local youths playing football. The site is insufficient in size to accommodate a play area without creating nuisance impact on local residents. Options are therefore being considered for future use of the site and £80k of section 106 funds has been allocated to create a facility for teenagers in the local area.

23. Name of Site **May Farm Close Play Area, Wythall**

**Play Area
Condition/Development**

The total Play Value Score is 20. Included in this total score are:

Toddler: 1 Junior: 3 Teenage: 0

The Play Value Score is reasonable for a small site.

There is good casual supervision. The buffer zone to adjacent houses is rather small.

No additional development is recommended at this site.

The play area equipment is old but in good condition as the site is not as frequently used as most sites. The site is very small and is no scope for extending the play area to increase its play value.

24. Name of Site Forest Way Play Area, Wythall

**Play Area
Condition/Development**

The total Play Value Score is 18. Included in this total score are:

Toddler: 1 Junior: 2 Teenage: 0

The play value score is reasonable for this small area.

The buffer zone around the play area is too small and swings are too big for a doorstep play area.

Its design and equipment should reflect its doorstep status. A strategy of mediation is desirable with encouragement of development/use of facilities for older age group nearby.

£80k of section 106 funds has been allocated to create a facility for teenagers in the local area.

25. Name of Site Foxglove Way POS/Play Area, Lickey End

**Play Area
Condition/Development**

The total Play Value Score is 20. Included in this total score are:

Toddler: 1 Junior: 3 Teenage: 0

The Play Value score gives a good variety for a small area.

This is a pleasant small play area amongst houses.

The site enjoys good casual supervision but hedges will need to be kept pruned if this is to be maintained.

The buffer zone is rather small to two sides.

There is insufficient space and the area is too close to houses for any additional development.

The equipment is in good condition.

26. Name of Site **Hollywood Lane, Wythall**

**Play Area
Condition/Development**

The total Play Value Score is 32. Included in this total score are:

Toddler: 1 Junior: 5 Teenage: 0

The play value score is relatively low.

Some toddler items, with seating for accompanying adults, would improve the play value score.

The play area is adjacent to a road, along which cars travel fast. Children can only access the playground by walking along the busy road. The road will act as a significant barrier for children who live on the other side from the playground. Unless severe traffic calming is installed the development potential is low. A path/access from the side road would improve access, but there is a steep bank at this point. The play area appears to be relatively little used.

The equipment is in satisfactory condition and until recently was maintained by the Parish Council. No significant improvements to the site is recommended at this time but consideration for replacement items of equipment within the next five years is anticipated options considered for the future use of the site.

27. Name of Site **Penmanor PF, Finstall**

**Play Area
Condition/Development**

The total Play Value Score is 30. Included in this total score are:

Toddler: 4 Junior: 5 Teenage: 3

Whilst there has been a reduction in the number of play items in recent years, it is now of a higher quality than previously.

The equipment is on a village playing field, which is rather isolated up a path. Casual supervision is poor and, although parents/grandparents take their children, it is somewhat isolated for children to go on their own.

Items of play equipment were replaced in 2000 and remain in good condition.

28. Name of Site **George Road P.F. Alvechurch**

**Play Area
Condition/Development**

This is a play area on a square of grassed public open space - it is surrounded by houses.

The total Play Value Score is 41. Included in this total score are:

Toddler: 2 Junior: 6 Teenage: 5

The Play Value Score is generally satisfactory, however there is only swinging for toddlers. A rocking or other item suitable for toddlers would improve the play value score.

Judicious pruning/thinning of trees/bushes will help to increase sightlines and therefore discourage inappropriate activities/behaviour.

The equipment is generally in satisfactory condition and, apart from items for toddlers, no significant developments are suggested for this site in the short/medium term.

This site was on lease to the Parish Council until end March 2006 and now maintenance responsibility remains with the District Council.

29. Name of Site **Kinver Drive, Hagley**

A Play Value Score has not been calculated for this site.

The play area consists of a small range of equipment including seesaw, pirouette, springer and slide within a bow top fenced area.

The site was adopted following completion of the adjacent residential development.

The play equipment remains in good condition and no significant investment is anticipated as being necessary within the next 5 years.



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EC Procurement Thresholds from January 31, 2006

Details of the thresholds from 31 January 2006 are given below. Thresholds are net of VAT.

PUBLIC CONTRACTS REGULATIONS 2006- FROM 31 JANUARY 2006

	SUPPLIES	SERVICES	WORKS
Entities listed in Schedule 1 ¹	£93,738 (€137,000)	£93,738 ² (€137,000)	£3,611,319 ³ (€5,278,000)
Other public sector contracting authorities	£144,371 (€211,000)	£144,371 (€211,000)	£3,611,319 ³ (€5,278,000)
Indicative Notices	£513,166 (€750,000)	£513,166 (€750,000)	£3,611,319 ³ (€5,278,000)
Small lots	£54,738 (€ 80,000)	£54,738 (€ 80,000)	£684,221 (€1,000,000)

¹ Schedule 1 of the Public Contracts Regulations 2006 lists central government bodies subject to the WTO GPA. These thresholds will also apply to any successor bodies.

² With the exception of the following services, which have a threshold of £144,371 (€211,000)

- Part B (residual) services
- Research & Development Services (Category 8)
- The following Telecommunications services in Category 5
 - CPC 7524 - Television and Radio Broadcast services
 - CPC 7525 - Interconnection services
 - CPC 7526 - Integrated telecommunications services
- Subsidised services contracts under regulation 34.

³ Including subsidised services contracts under regulation 34

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UTILITIES CONTRACTS REGULATIONS 2006 - FROM 31 JANUARY 2006

	SUPPLIES	SERVICES	WORKS
All sectors	£288,741 (€422,000)	£288,741 (€422,000)	£3,611,319 (€5,278,000)
Indicative Notices	£513,166 (€750,000)	£513,166 (€750,000)	£3,611,319 (€5,278,000)
Small lots	£54,738 (€80,000)	£54,738 (€80,000)	£684,221 (€1,000,000)

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BROMSGROVE DISTRICT COUNCIL

Executive Cabinet

12th July 2006

Annual Efficiency Statement

Responsible Portfolio Holder
Responsible Head of Service

Councillor Roger Hollingworth
Acting Chief Executive

1. Summary

- 1.1. This report outlines the Council's approach to delivering the annual efficiency savings as required by the Office of the Deputy Prime Minister (ODPM) and in particular those in relation to 2005/06 and 2006/07.

2. Recommendation

- 2.1. It is recommended that the Executive Cabinet endorses the Annual Efficiency Statement for 2006/07.

3. Background

- 3.1. All local authorities are required under the Efficiency Savings regime (also known as the "Gershon" requirements) to make efficiency savings of 2.5% per annum. As part of this all authorities are required to submit to the ODPM for the years 2005/06 to 2007/08 a series of efficiency statements about targets and achievements, following the expenditure review by Sir Peter Gershon – "Releasing Resources to the Frontline".
- 3.2. Efficiency means providing the same service for lower cost or a better service for the same cost. It does not include making cuts in services or increasing fees and charges. The aim is to identify resources that can be reinvested in frontline services or used to hold down council tax.
- 3.3. The target value relating to efficiency savings for Bromsgrove District Council is £415,000 for 2005/06 based on 2.5% of an average Council spend of £16.581m over the Spending Review period – 2005/06-2007/08. In 2006/07 the target increases by £414,000 per annum to £829,000 in 2006/07 and by £415,000 in 2007/08 to £1,244,000.
- 3.4. The Council had to prepare and submit by 18th April 2006 an Annual Efficiency Statement that covered 2005/06 and 2006/07, together with the strategy and key actions intended to achieve the target for the year. The AES had to be signed off by the Leader of the Council and the Chief Executive. The AES (attached at Appendix A) was submitted on this date.
- 3.5. There is not a formal requirement for this issue to be reported to Executive Cabinet however given its importance it is felt that members should be made aware and asked to endorse the approach.

4. Financial Implications

4.1. None other than included in the report.

5. Legal Implications

5.1. None.

6. Other Considerations

6.1 The report has also considered the following implications:-

Personnel Implications	None
Governance/Performance Management Considerations	None
Community Safety Considerations	None
Risk Management Considerations	None
Policy Considerations	None
Environmental Considerations	None
Equalities Implications	None

Background Papers

Annual Efficiency Statement

Contact officer

Name Kevin Dicks, Acting Chief Executive
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ANNUAL EFFICIENCY STATEMENT – YEAR 2 BROMSGROVE DISTRICT COUNCIL

BACKGROUND

Local authorities are expected to achieve, relative to the 2004/05 baseline, total annual efficiency gains of at least £6.45bn by 2007/08. It is a further requirement that at least 50% of this is cashable (savings in monetary terms). Efficiencies obtained for revenue, capital spend and better use of assets all count towards this target.

The target value relating to efficiency savings for Bromsgrove District Council is £415,000 for 2005/06 based on 2.5% of an average Council spend of £16.581m over the Spending Review period – 2005/06-2007/08. In 2006/07 the target increases by £414,000 per annum to £829,000 in 2006/07 and by £415,000 in 2007/08 to £1,244,000.

Efficiency is not considered to be as a result of cutting expenditure or increasing income by raising prices. The Council has to address the issues of raising productivity and enhancing value for money. The efficiencies include;

- Reduced numbers of inputs (e.g. people or assets), whilst maintaining the same level of service provision; or
- Lower prices for the resources needed to provide public services; or
- Additional outputs, such as enhanced quality or quantity of service, for the same level of inputs; or
- Improved ratios of output per unit cost of input; or
- Changing the balance between different outputs aimed at delivering a similar overall objective in a way which achieves a greater overall output for the same inputs (“allocative efficiency”)

In September 2004 the Council entered into Voluntary Engagement with the Government. The rationale was to concentrate the efforts of the Council on improvement rather than deflect any focus in preparing for the CPA. The need for improvement had been identified over a three year period of Corporate Governance with a mix of limited improvements and a “poor” classification in the absence of a CPA inspection.

In March 2005 the Council approved a three-year financial plan, with the objectives of maintaining the Council Tax increase to 5% per annum whilst developing and improving our services to the public and redirecting resources in line with the Council approved corporate priorities.

A key element of the Recovery Plan to address the Councils weakness is the financial management and confidence in financial planning and budgetary control. The production of the medium term financial plan included a detailed review of services provided and the relationship to corporate objectives. This review identified significant savings that could be redirected to fund the release of

additional money to improve services in line with the council priorities and the recovery plan. The cashable savings generated as a result of improvements in managing services were also identified.

In March 2006 the Council reviewed its Medium Term Financial Plan 2006/07 to 2008/09. This was again another positive step towards recovery as the budget was again “balanced” against ever competing demands. The review process itself was an improvement on the previous year as the Council had more clearly identified priorities and as such the allocation of additional resources was driven by this.

STRATEGY FOR SECURING EFFICIENCY GAINS

The Recovery Plan focuses on key areas which will be addressed during 2005/06 – 2007/08 to secure the improvement of Bromsgrove District Council both in efficiency and performance terms.

In relation to achieving efficiency gains the priority areas include (for 2005/06 and 2006/07):

- improve arrangements for procurement in respect of consistency in contract negotiations to release efficiencies and to establish collaborative working arrangements with other Councils in the County.
- continue to implement corporate restructure - rationalise the senior management structure and departmental structures where appropriate to focus the delivery of services to our key objectives and to drive forward improvement and recovery.
- continue to work with other Councils in the County to explore the opportunities of efficiencies and delivery of services through the shared service agenda.
- review of service delivery and associated costs as part of the review of the medium term financial plan 2007/08
- improve project management by appreciating and being aware of the outcomes that we require of a system the Council can focus resources to ensure projects in an efficient way
- undertake business process re-engineering to ensure all processes and are delivered in the most productive way for Bromsgrove Council

Actions in 2006/07 to ensure efficiencies are achieved include:

- continued implementation of the e-government programme
- continued development of the collaborative working arrangements in respect of procurement
- implement the action plan for further migration of services to the Customer Service Centre
- outsource the pest control service
- commence the business process re-engineering activity
- implement project management methodology

- review and monitor the impact of the corporate restructure on delivery of services

EXPECTED EFFICIENCY GAINS 2005/06 – 2006/07

The target value relating to efficiency savings for Bromsgrove District Council is £415,000 for 2005/. In 2006/07 the target increases by £414,000 per annum to £829,000 in 2006/07 and by £415,000 in 2007/08 to £1,244,000.

This is comprised as follows:

Total Service Expenditure (£'000)	£11,376
Capital Contribution (£'000)	£ 5,205*
Total spend (£'000)	£16,581
2.5% target (£'000)	£ 415

* Based on an average of the capital programme for 2005/06 to 2007/08:

The following table sets out our efficiency gains for 2005/06 – 2006/07.

Service	Expected annual efficiency gain			... of which cashable
	2005/06	2006/07	Total	
Environmental Services Strategy: Rationalisation of Environmental Health staffing structure, utilising benefits from e-gov programme following opening of customer service centre. Dog Warden service externalised and strategy in place for externalisation of pest control service. Key actions: Outsourcing of pest control service, on-going monitoring of service provision to ensure that service levels do not decline	33,000	44,000	77,000	77,000
Local transport Strategy: Renegotiation of contracts for service provision with local	46,000	46,000	92,000	92,000

<p>transport providers.</p> <p>Key actions: Continual monitoring of service provided and associated costs to ensure quality of provision and that the service meets the needs of the community</p>				
<p>Procurement</p> <p>Strategy: Renegotiation of prices for: - ICT consumables - ICT Hardware - Business rate charges for council owned properties</p> <p>Work in partnership with other Councils in Worcestershire to identify and secure opportunities for maximising the efficiencies and cost savings through joint procurement practices</p> <p>Key actions: Develop the collaborative working arrangements with the aim to extend the partnership with other councils.</p>	37,000	118,200	155,200	155,200
<p>Productive Time</p> <p>Strategy: Corporate Restructure</p> <ul style="list-style-type: none"> • to modernise the council and to eliminate duplication • e-gov strategy approved by members to maximise the benefits of the technology available to the council, both in terms of more efficient processes and quality of services <p>Key actions:</p> <ul style="list-style-type: none"> • monitor, manage and review the restructure to ensure efficiencies and improvements to services are delivered. 	205,000	260,000	465,000	465,000

<ul style="list-style-type: none"> • Continue implementation of the e-gov programme and to constantly explore opportunities for further investment to improve service delivery and to release efficiency (Business Process Engineering) 				
Transactions Strategy: Opening of the Customer Service Centre in partnership with the Worcestershire Hub the Council improved and enhanced the face to face interaction with the community. The Council reinvested resources from back office to the Customer Service Centre to improve quality and accessibility of service to the customer. Key actions: Continue to review the delivery of services from the Customer Service Centre to ensure a quality of service and to facilitate the migration of further services. Action plan of transfer of services to be implemented during 2006/07.	241,000	241,000	482,000	0
Total	562,000	709,200	1,271,200	789,200
Efficiency Gain	3.39%	4.28%	7.67%	4.8%

BROMSGROVE DISTRICT COUNCIL

EXECUTIVE CABINET

12th July 2006

Appointment of Returning Officer and Electoral Registration Officer

Responsible Portfolio Holder	Councillor Roger Hollingworth
Responsible Head of Service	Acting Chief Executive

1. Summary

- 1.1. To review the appointment of Returning Officer and Electoral Registration Officer for the Council.

2. Recommendations

- 2.1. It is recommended that the Executive Committee requests Council to appoint Mr Kevin Dicks, Acting Chief Executive, as Returning Officer and Electoral Registration Officer.

3. Appointment of Returning Officer

- 3.1. Section 35(1) of the Representation of the People Act 1983 states that every district council is required to appoint an officer of the Council to be the Returning Officer for elections of district councillors and for elections of parish councillors.
- 3.2. It was agreed by Executive Cabinet on 24th August 2005, following the retirement of the Head of Admin Services that the Ms S Nixon, Chief Executive, be appointed as Returning Officer. As Ms Nixon has left the authority the Council formally needs to designate an officer as Returning Officer, it is therefore recommended that Mr Kevin Dicks, Acting Chief Executive be designated as Returning Officer.

4. Appointment of Registration Officer

- 4.1. Under section 8 of the Representation of the People Act 1983, every district council in England must appoint an officer of the Council to be Registration Officer for any constituency or part of constituency coterminous with or situated in the area of the Council.
- 4.2. Appointed officers are also registration officers for the purpose of registration of relevant citizens of the European Union as European Parliamentary electors.
- 4.3. It is the Registration Officer's duty to maintain a register of parliamentary electors for each constituency or part of one in the area for which he / she acts, and also a register of local government electors for the local government areas or part of such areas.
- 4.4. His / her general duty to maintain the registers includes a specific duty to take reasonable steps to obtain information required for that purpose. He / she has other specific duties in relation to the register set out in the statute and

regulations under it. He / she is under a duty to “conduct an annual canvass for the purpose of ascertaining the persons who are, for the time being, entitled to be, or to remain, registered in his / her registers”.

- 4.5. For all other elections other than Parliamentary Elections the duties of the Returning Officer and the Registration Officer can be undertaken by different people.
- 4.6. Appointment as Electoral Registration Officer carries with it the appointment as Acting Returning Officer in respect of Parliamentary Elections and as Local Returning Officer in respect of European Parliamentary Elections.
- 4.7. For all other elections other than Parliamentary Elections the duties of the Returning Officer and the Registration Officer can be undertaken by different people.
- 4.8. It is now felt appropriate to designate Mr Kevin Dicks, Acting Chief Executive as Registration Officer.

5. Financial Implications

- 5.1. Included in above.

6. Legal Implications

- 6.1. None.

7. Other Sub Headings

- 7.1. None.

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

Background Papers

None

Contact officer

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Tel: (01527 881487)

BROMSGROVE DISTRICT COUNCIL

EXECUTIVE CABINET

12th JULY 2006

STATEMENT OF GAMBLING POLICY

Responsible Portfolio Holder	Councillor P. Whittaker
Responsible Head of Service	Head of Planning and Environment Services

1. SUMMARY

- 1.1 To seek approval to carry out a public consultation on the Council's draft Statement of Gambling Policy in accordance with the Gambling Act 2005.

2. RECOMMENDATION

- 2.1 That Members approve the attached draft Statement of Gambling Policy; and that the Head of Planning and Environment Services be authorised to carry out the necessary consultation in accordance with the Gambling Act 2005.

3. BACKGROUND

- 3.1 As Members are aware the Gambling Bill obtained Royal Assent on 7th April 2005 and is now the Gambling Act 2005, which will introduce significant changes to gambling laws in England and Wales.
- 3.2 As a result of this new legislation, local authorities will take over the responsibility from local magistrates' courts for issuing premises licences and permits.
- 3.3 There will be a period of transition from current practices and central government estimates that this will begin on 31st January 2007 and is expected to end in September 2007, bringing an end to old licensing regimes.
- 3.4 Section 349 of the Act requires the Council to prepare and publish a Statement of Gambling Policy, which will be used to determine all applications made under the terms of the Act. Such a Policy must be published before any functions under the Act are carried out. The Policy must be reviewed every three years and a further public consultation must take place; however, there is provision in the Act to keep the Policy under review during each three year period and that the Council may make such revisions to it as it considers appropriate.
- 3.5 However, because this is the first statement of Policy, the Council must consult a number of responsible bodies, including bodies representative of current licence holders. Consultees will therefore include:

- All Responsible Authorities, namely, the Police Authority, the Fire and Rescue Service; local Planning Authority, Environmental Health, Local Child Protection Committee; Customs and Excise
 - District Councillors
 - Parish Councils
 - Premises Licence Holders under Licensing Act 2003
 - Club Premises Certificate Holders under Licensing Act 2003
 - Representatives of the Gaming Industry, including suppliers of Gaming facilities
 - Existing permit holders under the Gaming Act 1968 and Lotteries and Amusements Act 1976
 - One or more persons who represent the interests of persons who are likely to be affected by the licensing authority carrying out its functions under the Act.
 - Public notices will also be placed in the local press, the Council's Website, public notice boards and 'Council Chat'.
- 3.6 Any comments received during the consultation period must be given proper consideration when the policy is determined before it is published.
- 3.7 The timetable for the consultation process will be as follows:
- The Policy document will be distributed to all consultees in the week commencing 17th July 2006;
 - The consultation period will end on 1st September 2006;
 - The final policy document will be presented to Council in November/December 2006 for ratification, following approval by Executive Cabinet on 4th October 2006.
- 3.8 Appended at Appendix 'A' is the Council's draft Statement of Gambling Policy, which has been compiled based on the Guidance issued by the Gambling Commission under Section 25 of the Act.
- 3.9 This Council has worked in partnership with the other district councils in the County including Herefordshire to produce a joint policy for Hereford and Worcester. This will provide consistency across the County.
- 3.10 Members are therefore asked to approve the attached draft Statement Gambling Policy; and to authorise the Head of Planning and Environment Services to carry out the necessary consultation in accordance with the Gambling Act 2005.
- 3.11 A further report will be submitted to Members following the closure of the consultation exercise in October 2006.

4. Financial Implications

- 4.1 The cost of implementing the Gambling Act 2005 will be met from this year's budget for the Council's licensing activities.
- 4.2 It is not possible to determine the levels of income that this new legislation will bring to the Council at this present time, as the Government has not yet published the licence fee structure. This will be subject to a further report to the Council's Licensing Committee.
- 4.3 The provision of training to all those staff affected by the introduction of the new legislation will be required. It is anticipated that the corporate training budget will be utilised to fund any necessary training.

5. Legal Implications

- 5.1 Section 349 (3) requires the Council to consult on its Statement of Gambling Policy before it is published in accordance with the Gambling Act 2005.
- 5.2 Failure to have an adopted policy in place by 31st December 2006 will result in the Council not being in a position to exercise its functions under the Act, at the start of the transition period.

6. Corporate Objectives

- 6.1 This Policy will assist the Council in meeting its objective to be an efficient and effective Council, as well as developing effective partnerships.
- 6.2 The licensing of premises which offers gambling facilities is a statutory function under the Act.

7. Risk Management

- 7.1 Failure to have an adopted policy in place by 31st December 2006 will result in the Council not being in a position to exercise its functions under the Act, at the start of the transition period. This would have a negative impact on the Council.

8. Other Sub Headings

- 8.1 **Community Safety Considerations** - The Council's Community Safety Unit will be consulted on the draft Statement of Gambling Policy. Furthermore, the Licensing Authority will take into account Section 17 of the Crime and Disorder Act 1998 when exercising its functions in accordance with the Act.
- 8.2 **Personnel Implications** – It is envisaged that no additional staff resources will be required to implement the Act.
- 8.3 **Policy Considerations** – The Council must publish its Statement of Gambling Policy that it proposes to apply in exercising its functions under the Act at least four weeks prior to the start of the transition period on 31st January 2007. The Policy will be in force for a period of three years, subject to any subsequent revisions, after which a further review must take place.

Background Papers

Guidance to Licensing Authorities issued by the Gambling Commission (April 2006)

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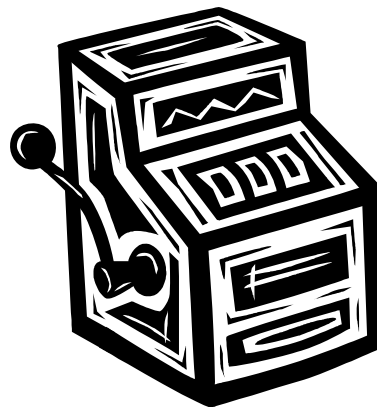


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Gambling Act 2005

Statement of Gambling Policy



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Statement of Principles – Gambling Act 2005

Introduction

Bromsgrove District Council is situated in the County of Worcestershire, which contains six District Councils in total. The Council area has a population of approximately 88,000 and in terms of area it covers approximately 84 square miles. The Council area is mainly rural in character (90% of the area is classed as Green Belt) with two central urban areas of Bromsgrove Town and Rubery. Whilst it is only 14 miles from central Birmingham, the Clent and Lickey Hills provide an important dividing line between the industrial Midlands and the rural landscape of North Worcestershire. A map showing the extent of the Council's boundary is attached at Appendix 'A'.

Bromsgrove District Council's overall vision is "an attractive, clean, healthy, safe and prosperous District where an improving quality of life is enjoyed equally by all." This statement accords with that vision in seeking to promote the licensing objectives set out in the Act, which are central to the regulatory regime created by the Act. These are:

- Preventing gambling from being a source of crime or disorder, being associated with crime or disorder or being used to support crime;
- Ensuring that gambling is conducted in a fair and open way, and
- Protecting children and other vulnerable persons from being harmed or exploited by gambling.

We have produced this statement as required by Section 349 of the Gambling Act 2005 (referred to in this statement as "the Act") and having had regard to the Gambling Commission's formal guidance issued under Section 25 of the Act, the licensing objectives and to the views of those that we have consulted. The list of those persons and organisations consulted is appended.

We intend that this document should provide information and guidance on the general approach that we will take to licensing. A series of advice sheets with more specific guidance is available from our web site or will be sent on request; advice tailored to individuals is available by phone or to personal callers.

Nothing in this policy takes away the right of any person to make an application under the Act and to have that application considered on its merits; nor does it undermine the right of any person to object to an application or to seek a review of a licence where the law provides that they may do so. Applications will be considered in line with our statement of general principles, below.

Gambling Act 2005

This policy reflects our key priorities to be an efficient and effective Council; to provide a clean, safe and attractive environment; to foster and sustain a strong and expanding economy; to provide sustainable culture and leisure opportunities; and to work with the public and our partners.

There are three licensing objectives which are central to the regulatory regime created by the Act. These are:-

- preventing gambling from being a source of crime and disorder, being associated with crime or disorder, or being used to support crime
- ensuring that gambling is conducted in a fair and open way
- protecting children and other vulnerable persons from being harmed or exploited by gambling

The Act provides for gambling to be authorised in a number of different ways. Our main functions are to:

- licence premises for gambling activities,
- grant permits for gambling and gaming machines in clubs,
- regulate gaming and gaming machines in alcohol licensed premises,
- grant permits to family entertainment centres for the use of certain lower stake gaming machines,
- grant permits for prize gaming,
- consider notices given for the temporary use of premises for gaming,
- consider occasional use notices for betting at tracks, and
- register small societies lotteries.

The Gambling Commission regulates remote gambling and issues personal and operating licences for premises.

Spread betting is regulated by the Financial Services Authority.

The “National Lottery” is regulated by the National Lottery Commission.

The Gambling Commission

The Gambling Commission regulates gambling in the public interest. It does so by keeping crime out of gambling; by ensuring that gambling is conducted fairly and openly; and by protecting children and vulnerable people.

The Commission provides independent advice to the Government about the manner in which gambling is carried out, the effects of gambling, and the regulation of gambling generally. It also produces guidance under Section 25 of the Act detailing how local authorities should exercise their licensing functions.

In addition, the Commission’s role is to issue codes of practice under Section 24 of the Act about the manner in which facilities for gambling are provided, and how those provisions might be advertised.

Information about the Gambling Commission can be found on the Internet at:

www.gamblingcommission.gov.uk or by phone: 020 7306 6218.

Authorised Activities

‘Gambling’ is defined in the Act as either gaming, betting, or taking part in a lottery.

- gaming means playing a game of chance for a prize,
- betting means making or accepting a bet on the outcome of a race, competition, or any other event; the likelihood of anything occurring or not occurring; or whether anything is true or not, and
- a lottery is an arrangement where persons are required to pay in order to take part in an arrangement whereby one or more prizes are allocated by a process which relies wholly on chance.

General Statement of Principles

In carrying out our licensing functions in accordance with the Act, particularly with regard to premises licences, we will generally aim to permit the use of premises for gambling as long as it is considered to be :-

- in accordance with any relevant Codes of Practice issued by the Gambling Commission
- in accordance with any relevant Guidance issued by the Gambling Commission
- in accordance with this Statement of Principles, and
- reasonably consistent with the licensing objectives.

We will not seek to use the Act to resolve matters that are better dealt with by other legislation. Licensing is not the primary mechanism for general control of nuisance and the antisocial behaviour of people once they are away from licensed premises.

We will ensure that in dealing with applications under the Act we follow the required procedures, and only take into account issues that are relevant. Specifically we will not have regard to “demand” when considering applications for gambling premises; nor will we consider the suitability of applicants for premises licences (which is a matter for the Gambling Commission). We will not reject an application on moral grounds. If we do decide to reject an application, we will make known our reasons for doing so.

Our current Council Constitution (including the scheme of delegation) details the way that we will discharge our functions under this Act. Details are available from the Licensing Department.

Where an application is for a new premises licence, the responsible authorities may visit to check that gambling facilities meet all necessary legal requirements.

Where there are no representations (objections), licences and permissions will be granted subject only to any appropriate mandatory conditions (Section 167 of the Act) and any conditions having at least the effect of appropriate default conditions made under Section 168.

If there are objections that can't be resolved informally, or we intend to impose extra conditions, we will hold a public hearing at which our licensing sub-committee will hear evidence and make a decision in accordance with the Act.

Preventing gambling from being a source of crime and disorder

The Gambling Commission takes the leading role in preventing gambling from being a source of crime, and maintains rigorous licensing procedures aiming to prevent criminals from providing facilities for gambling. Applicants need an operating licence from the Commission before we will issue a licence to use premises for gambling.

In view that we will not issue a premises licence to someone who does not hold an operator's licence, we are not generally concerned with the suitability of an applicant. Where concerns about a person's suitability arise we will bring those concerns to the attention of the Commission.

If an application for a licence or permit is received in relation to premises which are in an area noted for particular problems with organised crime, we will, in consultation with the Police and other relevant authorities, consider whether specific controls need to be applied to prevent those premises from being a source of crime. This could include a requirement for SIA registered door supervisors.

Disorder will only be considered under this Act if it amounts to activity which is more serious and disruptive than mere nuisance, and where it can be shown that gambling is the source of that disorder. A disturbance might be serious enough to constitute disorder if police assistance was required to deal with it; we will then consider how threatening the behaviour was to those who could see or hear it, and whether those people live sufficiently close to be affected or have business interests that might be affected.

"Disorder" is generally a matter for the Police; we will not use this Act to deal with general nuisance issues, for example, parking problems, which can be better dealt with using alternative powers.

When making decisions relating to disorder, we will give due weight to comments made by the police.

Ensuring gambling is conducted in a fair and open way

The Gambling Commission does not expect local authorities to become concerned with ensuring that gambling is conducted in a fair and open way. The Commission, through the operating and personal licensing regime, will regulate the management of the gambling business and the suitability and actions of an individual.

Because betting track operators do not need an operating licence from the Commission we may, in certain circumstances, require conditions of licence relating to the suitability of the environment in which betting takes place.

Protecting children and vulnerable people from gambling

The intention of the Act is that children and young persons should not be allowed to gamble, and should be prevented from entering those gambling premises which are 'adult-only' environments.

Codes of Practice, including advice about access by children and young persons may be published by the Gambling Commission for specific kinds of premises. Applicants will be expected to heed this advice where applicable.

We expect steps to be taken to prevent children from taking part in, or being in close proximity to, gambling. This may include restrictions on advertising to ensure that gambling products are not aimed at children, nor advertised in such a way that makes them particularly attractive to children.

When determining a premises licence or permit we will consider whether any additional measures are necessary to protect children, such as the supervision of entrances, the segregation of gambling from areas frequented by children and the supervision of gaming machines in non-adult gambling specific premises like pubs, clubs and betting tracks.

In seeking to protect vulnerable people we will include people who gamble more than they want to, people who gamble beyond their means, and people who may not be able to make informed or balanced decisions about gambling, perhaps due to a mental impairment, alcohol or drugs.

We will always treat each case on its own individual merits and when considering whether specific measures are required to protect children and other vulnerable people will balance these considerations against the overall principle of aiming to permit the use of premises for gambling.

Premises licences

A premises licence can authorise the provision of facilities at the following :

- casino premises
- bingo premises
- betting premises, including betting tracks
- adult gaming centres
- family entertainment centres

Premises can be 'any place' but the Act generally prevents more than one premises licence applying to any one place. A single building could be subject to more than one premises licence provided they are for different parts of the building and those parts can be genuinely regarded as being separate 'premises'.

A particular requirement might be for entrances and exits from parts of a building covered by one or more licences to be separate and identifiable so that the separation of the premises is not compromised and people are not allowed to 'drift' accidentally into a gambling area.

There are currently no casinos operating within the District. There is no resolution to prohibit casinos in the District at present. Should the Council decide in the future to pass such a resolution, it will update this policy statement with details of that resolution. There is no right of appeal against this resolution.

The Secretary of State has appointed an independent Casino Advisory Panel to advise the Government on the areas in which the new types of casinos created by the Act will be located. If the District of Bromsgrove has not been identified as a suitable location for a casino, then the Licensing Authority will be prevented from granting a Casino Premises Licence.

We will not turn down applications for premises licences where relevant objections can be dealt with through the use of licence conditions.

Other than an application for a betting premises licence for a track, we are not able to issue a premises licence unless the applicant holds the relevant operating licence from the Gambling Commission.

When considering applications for premises licences we will not take into account either the expected 'demand' for facilities or the likelihood of planning permission or building regulation approval being granted.

Applicants for premises licences are encouraged to propose any prohibitions or restrictions of their own in circumstances where it is felt that the presence of children would be undesirable or inappropriate.

We will maintain a public register of applications received and licences granted on the Internet at www.bromsgrove.gov.uk/licensing. Applications may also be viewed at the Customer Service Centre, during normal office hours which are generally Monday – Friday 9am until 5pm and Saturday 9am until 12 noon.

Responsible authorities

Responsible authorities are identified in the legislation, and have to be notified about licence applications so that they can identify any risks. The responsible authorities that we recognise are listed below, contact addresses and telephone numbers for each of the responsible authorities identified are available on our website, and will be sent on request.

- The Gambling Commission
- The Chief of Police for the area
- Fire & Rescue Service
- Bromsgrove Planning Department
- Environmental Services Department
- Bromsgrove Licensing Department
- Any other bodies identified in Regulation by the Secretary of State,
- For vessels, the Environment Agency, British Waterways Board, Secretary of State.
- Worcestershire Safeguarding Children Board
- HM Revenue and Customs

Any concerns expressed by a Responsible Authority in relation to their own functions cannot be taken into account unless they are relevant to the application itself and the licensing objectives. However, each representation will be considered on its own individual merits.

Interested Parties

An interested party is someone who :

- lives sufficiently close to the premises to be likely to be affected by the authorised activities, or
- has business interests that might be affected by the authorised activities, or
- represents persons in either of the two groups above.

In determining whether someone lives sufficiently close to a particular premises so as to be affected, we will take into account, among other things :

- the size of the premises
- the nature of the premises
- the distance of the premises from the person making the representation
- the nature of the complainant
- the potential impact of the premises

In determining whether a person has a business interest which could be affected the Council will consider, among other things :

- the size of the premises
- the catchment area of the premises, and
- whether the person making the representation has business interests in the catchment area that might be affected

If an existing gambling business makes a representation that it is going to be affected by another gambling business starting up in the area, we would not consider this, in the absence of other evidence, as a relevant representation as it does not relate to the licensing objectives and instead relates to demand or competition.

We may consider a representation to be either frivolous or vexatious, and reject it. This will generally be a matter of fact given the circumstances of each individual case but, before coming to a decision we will normally consider :

- who is making the representation and whether there is a history of making representations that are not relevant,
- whether it raises an issue relevant to the licensing objectives, or
- whether it raises issues specifically to do with the premises which are the subject of the application.

Licence conditions

In particular cases we may find it necessary to impose conditions beyond appropriate mandatory and default conditions. Any such conditions will be relevant to the need to make the building suitable for use as a gambling facility; directly related to the premises and the type of licence applied for; fairly and reasonably related to the scale and type of premises and reasonable in all other respects. We will not have recourse to a pool of standard conditions.

Examples of some conditions which are likely to be attached in certain circumstances include those relating to opening hours, age limits, or keeping children and young persons away from gaming machines.

We will not seek to control those matters specified in the Act with conditions:

- which make it impossible to comply with an operating licence condition imposed by the Gambling Commission,
- relating to gaming machine categories or method of operation,
- which specify that membership of a club or other body is required, or
- in relation to stakes, fees, winnings or prizes.

Duplication with other statutory or regulatory regimes will be avoided as far as possible. The need for conditions will be assessed on the specific merits of each application.

Gaming Machines

Gaming machines include all types of gambling activity which can take place on a machine, including betting on 'virtual' events.

The Act itself prescribes the number and category of gaming machines that are permitted in each type of gambling premises.

Subject to the provisions of the Act, gaming machines can be made available in a wide variety of premises, including :

- casinos
- bingo premises
- betting premises, (including tracks)
- adult gaming centres
- family entertainment centres
- clubs
- pubs and other alcohol licensed premises
- travelling fairs

A machine is not a gaming machine if the winning of a prize is determined purely by the player's skill. However, any element of 'chance' imparted by the action of the machine would bring it within the definition of a gaming machine.

We will encourage permit and premises licence holders to adopt applicable codes of practice which may be introduced by the amusement industry or Gambling Commission, from time to time.

Temporary Use Notices

These allow the use of premises for gambling where there is no premises licence but where a gambling operator wishes to use the premises temporarily for providing facilities for gambling. Premises that might be suitable for a temporary use notice would include hotels, conference centres and sporting venues. A temporary use notice may only be granted to a person or company holding a relevant operating licence.

Occasional Use Notices

We have very little discretion as regards these notices aside from ensuring that the statutory limit of 8 days in a calendar year is not exceeded. Whilst tracks are normally thought of as permanent racecourses, this can also include land which has a number of uses for example agricultural land upon which a point-to-point meeting takes place. Land used temporarily as a track can qualify, provided races or sporting events take place or will take place there. The track need not be a permanent fixture.

Lotteries

All lotteries are unlawful unless they are run in accordance with an operating licence issued by the Gambling Commission - unless they are 'exempt' lotteries as defined by the Act. One of those exemptions is for "small societies lotteries," which we will allow, after registration. We will maintain a register of small societies lotteries.

A society will be allowed to register with us if it is 'non-commercial', in other words, if it is established and conducted :

- for charitable purposes ;
- for the purpose of enabling participation in, or of supporting, sport, athletic or a cultural activity; or
- for any other non-commercial purpose other than for private gain.

Exchange of Information

To ensure the licensing objectives are met, we will establish a close working relationship with the police, the Gambling Commission and, where appropriate, other responsible authorities.

Subject to the provisions of the Data Protection Act 1998, we will share any information we receive through the application process with the Gambling Commission and any relevant responsible authority. In doing so we will have regard to the Act itself, any guidance issued by the Commission and to any Regulations issued by the Secretary of State. People can access personal information that we hold about them by contacting our Information Management Officer.

We are committed to being open about what we do and how we come to our decisions, in accordance with the spirit of the Freedom of Information Act 2000 (FOIA). An important feature of the FOIA is the requirement for each public authority to produce a publication scheme setting out what information it will publish as a matter of course, how and when it will be published, and whether this information will be free of charge or on payment. Copies of our FOI publication scheme are available on request from our Information Management Officer or via the Council's website www.bromsgrove.gov.uk.

FOIA also provides the public with a general right of access to information held by public authorities, and subject to exemptions, be supplied with a copy of that information. Individual requests should be made in writing to the Information Management Officer or via the Council's website.

Unless restricted by the Gambling Act, details about applications, licences and representations will be made available in our public register. Representations that we accept will be copied in their entirety to applicants, to provide an opportunity for mediation and to ensure that the rights of the applicant are not compromised.

Enforcement Protocols

The main enforcement and compliance role for us in terms of the Gambling Act 2005 will be to ensure compliance with the Premises Licences and other permissions which it authorises. The Gambling Commission will be the enforcement body for the Operator and Personal Licences and will also take the lead role on the investigation and where appropriate, the prosecution of illegal gambling. Any concerns about manufacture, supply or repair of gaming machines will not be dealt with by us but will be notified to the Gambling Commission.

We will work with the Commission, the Police and other enforcing authorities, having regard to any specific guidance produced by the Gambling Commission, to provide for the targeting of agreed problem or high-risk premises. A lighter touch will be applied to those premises which are shown to be well managed and maintained.

The overall aim is to permit the use of premises for gambling. With that in mind it is intended that action will generally be taken against 'problem' premises through the licence review process.

List of Consultees

All Responsible Authorities

District Councillors

Parish Councils

Premises Licence Holders under Licensing Act 2003

Club Premises Certificate Holders under Licensing Act 2003

Representatives of the Gaming Industry, including suppliers of Gaming facilities and machines

Existing permit holders under the Gaming Act 1968 and Lotteries and Amusements Act 1976

Voluntary organisations, such as Citizens Advice Bureau and GamCare.

BROMSGROVE DISTRICT COUNCIL

EXECUTIVE CABINET

12 JULY 2006

Land at Victoria Road, Bromsgrove

Responsible Portfolio Holder	Cllr Mrs C Spencer
Responsible Head of Service	A R Burton, Head of Legal & Democratic Services

1. SUMMARY

- 1.1 To report to Members an approach made to the Council about the possible disposal of Council-owned land.

2. RECOMMENDATION

- 2.1 Members` views are invited.

3. BACKGROUND

- 3.1 Members will be aware that the Council owns an area of land located off Victoria Road, Bromsgrove, which for many years has been leased to the Bromsgrove Rovers Football Club Ltd. The Council also owns an area of land closer to the junction of Birmingham Road and Stourbridge Road which is a public carpark.
- 3.2 An approach has recently been received from a Mr D Gee of Real Estate Properties Limited, enquiring whether as a matter of principle the Council might be interested in selling the areas of land referred to in the previous paragraph to clients on whose behalf he acts.
- 3.3 An initial exploratory meeting has taken place, which revealed that he is acting for an unnamed developer who has been in discussions with the owners of land adjoining the Council's site. The intention is to acquire various parcels of land in order to facilitate a mixed-use development of the site, including a small supermarket, two retail units, and offices and/or housing.
- 3.4 No further information is available as to the identity of any party involved, and no schematic diagrams or artists` impressions have been provided. It is understood that no approach has been made to the Football Club, who are currently tenants of the Council at the site and whose consent to and involvement in the matter would be required. The approach to the Council is the barest enquiry seeking a view from the Council as to whether in principle it might be willing to sell the land.

4. Financial Implications

- 4.1 No discussions have taken place regarding sale price, or any financial packages, and no consideration has occurred relating to the loss of income which the Council might sustain as a result of the loss of either the land at Victoria Road or the Stourbridge Road carpark.

5. Legal Implications

- 5.1 Should the Council be minded to dispose of any land, it would be required to obtain the best price possible for the same. Consideration should in that eventuality be given to the most appropriate means of marketing the site, in order to demonstrate compliance with this requirement.
- 5.2 Without involvement and approval of the Bromsgrove Rovers Football Club, the Council could not proceed because it is bound by the terms of the lease granted to the Football Club.

6. Corporate Objectives

- 6.1 The giving of proper consideration to the use of the Council's assets, and any proposals relating to the same, accords with the Council's objective of being an efficient and effective Council.

Background Papers

None

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BROMSGROVE DISTRICT COUNCIL

EXECUTIVE CABINET

12 JULY 2006

Appeals Panel - Constitution

Responsible Portfolio Holder	Cllr P Whittaker
Responsible Head of Service	A R Burton, Head of Legal & Democratic Services

1. SUMMARY

- 1.1 To invite the views of Members on the constitution of the Council's Appeals Panel when considering appeals relating to Homelessness.

2. RECOMMENDATION

- 2.1 Members' views are invited.

3. BACKGROUND

- 3.1 Members will recall that in June 2005, Cabinet received a report relating to arrangements for the process where homeless applicants, aggrieved by a decision taken by the Council about their homelessness, could seek a review of that decision. A two-stage appeal process was introduced, whereby an initial "paper" review is undertaken by a Mr G Wardle of Shelter, followed if requested by a hearing before the Council's Member-constituted Appeals Panel.
- 3.2 Cabinet resolved to vary the constitution of the Appeals Panel so that a representative of BDHT would be invited to join the Appeals Panel, for a probationary period of twelve months. The expiry of that timeframe therefore provides an opportunity for Members to consider whether to extend that arrangement.
- 3.3 In terms of practical operation of the Panel, the writer's perspective is that on the two occasions since June 2005 when Appeals Panels have actually been held, the participation in the Panel of a representative of BDHT has been beneficial, and input from this source assisted the Panel with the identification of the relevant issues, and the giving thereto of proper consideration.

3.4 Legally, the Council is obliged to offer a review process to applicants, but ODPM Guidance merely states that a review should be undertaken by a person (a) more senior to the original decision-maker and (b) unconnected with that original decision. The current first-stage paper review undertaken by Mr Wardle fulfils the Council's statutory obligations in this regard. The Council is not therefore required to afford applicants with the right of appeal to an Appeals Panel.

3.5 The recent Housing CPA Inspection viewed the existing appeals process as being sound and its effectiveness was shown in their view by the very low level of appeals over the last two years. Their view was that this ensured that existing administrative arrangements are effective and help to speed up the resolution of homeless applications.

3.6 There appear, therefore, to be three options:-

Option A

A one-stage appeal process, with a review being undertaken on a paper basis by an independent person eg Mr Wardle.

Option B

A one-stage appeal process, with the applicant given the choice able to choose between on the one hand a paper-based review by Mr Wardle or on the other hand appearance before an appeals panel comprising Mr Wardle plus a representative of Strategic Housing.

Option C

Continue with the present two-stage appeal process involving a paper review by Mr Wardle followed by an appeal to the Council's Appeals Panel. If the Cabinet is minded to adopt this option, it is invited to consider the continuation of BDHT'S membership of the Panel.

Option D

Dispense with the current paper review and implement a one-stage appeal panel. That may be either the existing Appeals Panel, or a panel made up of Mr Wardle plus Strategic Housing, or, as has been suggested, the Standards Committee.

4. Financial Implications

4.1 The costs of any system involving an independent expert would need to be met from existing budgets. An estimate of the costs incurred could not accurately be calculated as this would depend on the number of cases and the amount of time each might take, although based on 24 cases per year a cost of £4,000 may be anticipated.

4.2 Moving to a one-stage review before the Standards Committee would necessitate extensive and detailed training for Members of that Committee on housing law, homelessness procedures and case-law, together with periodic refresher training.

It will be necessary for these training costs to be identified and there is no current budgetary provision.

5. Legal Implications

- 5.1 The appellant has a right to appeal to the County Court against the decision of the Council's own review(s). It is therefore of paramount importance that whatever review process the Council operates is efficient and suitably equipped with relevant skills and expertise. There is no legal obligation on the Council to afford anything beyond a one-stage review, which may be a paper-based review. To allow reviews to be undertaken by those who are not expert in the field may lead to an increased likelihood in applicants' exercising their right of appeal to the Court, with consequential costs risks to the Council.

6. Corporate Objectives

- 6.1 The manner in which homeless appeals are conducted may have an effect on the Best Value Performance Indicator BV183b, which measures the average length of stay in hostel accommodation. The point is that if a person applies to the Council as homeless and is placed temporarily into hostel accommodation, in the event that their claim is rejected and they do not succeed in their appeals, in due course they will be evicted from the hostel. The longer the appeal procedure, the longer their stay in the hostel. Therefore there is an argument in favour of adopting a one-stage appeal process since to offer a multi-stage appeal process may prolong their stay in the hostel, thereby affecting the performance indicator return. Having a one-stage appeal process telescopes the total timescale involved.

7. Risk Management

- 7.1 There are no implications.

Background Papers

None

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BROMSGROVE DISTRICT COUNCIL

EXECUTIVE CABINET

12TH JULY 2006

WORCESTERSHIRE LOCAL AREA AGREEMENT – UPDATE AND NEXT STEPS

Responsible Portfolio Holder	Councillor Roger Hollingworth
Responsible Head of Service	Assistant Chief Executive

1. Summary

- 1.1 To update Members on the development of the Worcestershire Local Area Agreement (LAA).

2. Recommendation

- 2.1 That members note the progress of the Worcestershire Local Area Agreement and the steps that will be taken in the coming months.

3. Background

- 3.1 Members will recall receiving a report at Executive Cabinet on 14th December 2005 which requested, and received, the support of the Executive Cabinet for the Council, as part of the Bromsgrove Local Strategic Partnership, to participate in the LAA for Worcestershire.

4. Progress

- 4.1 The final version of the Worcestershire LAA (attached as Appendix 1) was submitted to GO-WM on 17th March 2006. The format of the final document has changed considerably from the earlier, more detailed document consulted on throughout November and December 2005. However, in terms of outcomes and targets, the current LAA is merely an evolution of previous versions without much of the contextual information.
- 4.2 Though negotiations on the LAA are officially completed, some areas of the agreement are subject to ongoing negotiation, notably regarding freedoms and flexibilities.
- 4.3 Notwithstanding the completion of ongoing negotiations around freedoms and flexibilities, the key next steps in the development of the LAA are to embed the governance and accountability arrangements that will support the LAA (including performance management) and to develop agreed partnership actions through which partners will deliver the LAA.

5. Next Steps

- 5.1 Signing Event: A signing event was held by the Worcestershire Partnership Board on 6th April 2006 to enable the Worcestershire Partnership Board to formally sign up to the Local Area Agreement.

5.2 Evaluation of the LAA: The LAA project team have prepared an evaluation report on the LAA process. The report outlines the key learning points from the development of the Worcestershire LAA. In addition to this, partners were asked for their feedback on the process.

5.2.1 The strategic issues for the Partnership appear to be:

- Stakeholder engagement;
- Freedoms and flexibilities;
- Finance strategy.

5.2.1 An evaluation event was held on 7th April 2006 which reviewed the process, using the evaluation report and audit as a basis. The results will inform an agreed process for the ongoing delivery and development of the LAA.

5.3 Action Planning Process

5.3.1 A key priority for the LAA is to involve key partners in developing action plans against each theme (or outcome in the case of “Stronger Communities”) within the LAA and to these as the basis of delivering the agreement. This may also identify additional activity or potential freedoms and flexibilities to be investigated through the LAA refreshment process in Autumn 2006.

5.3.2 The Worcestershire Partnership feels it is desirable therefore that this involvement of partners in agreeing actions to underpin the LAA is completed prior to September 2006. This process will need to build on existing and ongoing partnership working around the LAA themes* and outcomes and will therefore need to be co-ordinated through the Theme and Project Groups of the Worcestershire Partnership. (*Over the past 12 months, Partnership events have been held looking at issues including Housing, Safer Communities, Healthy Communities, Culture and Climate Change).

5.3.3 There is existing expertise in organising and commissioning consultative action planning processes within the Worcestershire Partnership. The Community Strategy Task Group has been requested by the Management Group to work with these resources to develop an agreed process for developing the Theme Group action plans, to identify appropriate external expertise if required and report back to the Management Group on progress.

5.4 Bromsgrove Partnership

An awayday was held in March 2006 to consider the structure of the Bromsgrove Partnership in respect of making it “fit for purpose” in order to deliver the LAA. It was agreed that the Board would become smaller, with appropriate technical support being provided, and that the following priorities would be concentrated upon:

- Longbridge (employment; land redevelopment; health issues; re-skilling);
- Affordable housing/inclusive living;
- Town Centre Regeneration; and
- The Bromsgrove contribution to the Local Area Agreement targets.

6. Financial Implications

6.1 None.

7. Legal Implications

7.1 None.

8. Corporate Objectives

8.1 How the item links to corporate objectives.

9. Risk Management

9.1 How the risk associated with the item has been considered and whether it is a negative or positive risk.

Background Papers

Appendix 1 - The Worcestershire Local Area Agreement 2006 – 2009

Appendix 2 - Worcestershire Local Area Agreement – Evaluation

Appendix 3 - Worcestershire Local Area Agreement – Evaluation Questionnaire

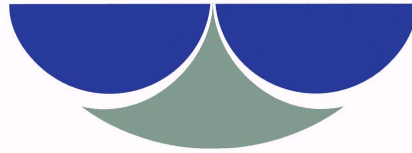
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WORCESTERSHIRE
SOURCE OF EXCELLENCE



**THE WORCESTERSHIRE LOCAL AREA AGREEMENT
2006 - 2009**

Produced by the Worcestershire Partnership

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1. INTRODUCTION

The opportunity to enter into a Local Area Agreement is seen as a way of improving quality of life in Worcestershire, whilst reducing bureaucracy, making more efficient use of our limited resources and negotiating freedoms and flexibilities to remove barriers to improved service delivery.

Worcestershire has embraced this opportunity. Our approach has been inclusive – time has been spent on engaging partners from across the county and ensuring joint agreement and ownership of LAA outcomes. The result is an ambitious and aspirational LAA with 35 outcomes, less than six thematic blocks.

2. THE VISION FOR WORCESTERSHIRE'S LAA

Our vision for Worcestershire is:

A county with safe, cohesive, healthy and inclusive communities, a strong and diverse economy and a valued and cherished environment

2.1 How the LAA will make a difference

A successful LAA will provide the opportunity to improve future service delivery by:

- Enabling a clear identification of needs, based on data from local communities through effective consultation.
- Focusing on key strategic priorities and measurable outcomes.
- Recognising the cross-cutting nature of these outcomes and identifying how action in one area will have impact on another.
- Assisting partners to identify more clearly gaps and overlaps in provision.
- Enabling the pooling of budgets and resources leading, over the life of the LAA, to greater efficiency and effectiveness.
- Enhancing performance management in conjunction with partners thus making the process transparent and accountable.
- Simplifying delivery structures and creating clear accountability and governance arrangements.
- Improving community cohesion through greater engagement of all sectors, notably private, voluntary and community.

The single pot designation enables more flexibility to consider the key priorities for Worcestershire without being constrained by the 'four block' approach to the standard Local Area Agreement.

3. WORCESTERSHIRE'S LAA THEMATIC BLOCKS

3.1 Process for identification of thematic blocks and outcomes

The thematic blocks and outcomes within this Agreement represent the conclusion of an extensive information, consultation and intelligence-gathering exercise undertaken by the Worcestershire Partnership, the countywide Local Strategic Partnership (LSP). To arrive at these themes and outcomes we have drawn on the following:

- Priorities and key actions from the seven Worcestershire community strategies (one countywide and six district based) developed following significant public consultation.
- A comprehensive review of our current countywide and district Community Strategies which will, after their next review, mirror the same six themes of this LAA.
- Other district / geographical plans: Droitwich Area LSP's outline strategy, Evesham and Pershore Area LSPs / Market Town Implementation Plans, Stourport Forward Implementation

Plan, Wyre Forest Matters Business Plan 2005/06 focusing on the Horsefair / Broadwaters and Greenhill areas of Kidderminster.

- Priorities identified by some of the Worcestershire Partnership theme groups.
- Outcomes and targets agreed by partners for Worcestershire's second Local Public Service Agreement (LPSA2), started in 2004. These are now incorporated as reward elements of the LAA.
- Research and intelligence profiles for Worcestershire. Extensive work was carried out to interrogate relevant data relating to children and young people, healthier communities and older people, safer communities, economic development and enterprise and stronger communities. These profiles were used to identify needs and future trends.
- Recent consultation information, primarily from the 2005 Worcestershire Citizens' Panel Survey, which was undertaken on behalf of the Worcestershire Partnership.
- A workshop with over 50 partners, including theme group leads and district LSPs, facilitated by I&DeA on 21 October 2005 to shape the blocks and outcomes of Worcestershire's LAA from a long list to those that are included in this Agreement.
- A number of mandatory outcomes that the Government requires us to include in our LAA.

Alongside this work there has been a programme of information briefings, reports, seminars and workshops to gather and test opinion and to achieve maximum "buy in" to these theme blocks and associated outcomes.

3.2 Worcestershire thematic blocks and outcomes

Worcestershire's LAA is organised under the following blocks:

- | |
|--|
| <ul style="list-style-type: none">A. Communities that are safe and feel safeB. A better environment - for today and tomorrowC. Economic success that is shared by allD. Improving health and well beingE. Meeting the needs of children and young peopleF. Stronger communities |
|--|

Each block will deliver the outcomes detailed below.

A. Communities that are safe and feel safe

- A1. To reduce crime, to reassure the public reducing the fear of crime, and to reduce the harm caused by illegal drugs and alcohol
- A2. To build respect for communities and to reduce anti-social behaviour
- A3. *To improve the quality of life for the people of South Worcestershire by reducing crime and deliberate fires*
- A4. *To improve the quality of life for the people of Redditch by reducing crime and deliberate fires*
- A5. *To improve the quality of life for the people of Wyre Forest by reducing crime and deliberate fires*
- A6. *To reduce the harm caused by young offenders to the wider community*

B. A better environment – for today and tomorrow

- B1 To have cleaner, greener and safer public spaces
- B2 To reduce greenhouse gas emissions and adapt to the impacts of climate change
- B3 *To reduce waste and increase recycling*
- B4 To protect and improve Worcestershire's natural environment / biodiversity

C. Economic success that is shared by all

- C1. To develop a vibrant and sustainable economy
- C2. To develop the economic infrastructure
- C3. To improve the skills base of the local population
- C4. *To ensure access to economic benefits*

D. Improving health and well-being

- D1. *To increase life expectancy and reduce morbidity of adults*
- D2. To reduce incidence of coronary heart disease and cancer
- D3. To improve the quality of life of older people
- D4. *To improve the quality of life of older people with a limiting long term illness*
- D5. To reduce health inequalities

E. Meeting the needs of children and young people

- E1. To improve access to and take up of integrated local preventative services
- E2. *To develop inclusive communities by increasing the level of educational attainment*
- E3. To increase participation in education and training
- E4. *To improve the life chances of vulnerable children and young people*
- E5. To enrich the experiences and development of children and young people through activity and positive contribution
- E6. To ensure that children and young people are protected from harm
- E7. *To increase life expectancy and reduce morbidity of children and young people*

F. Stronger communities

- F1. To increase the availability of affordable, appropriate and decent housing
- F2. To increase opportunities for recreation, leisure and culture for all
- F3. To develop an inclusive community which empowers local people to have a greater voice and influence over local decision-making and delivery of services
- F4. To ensure a well supported, active voluntary and community sector, which encourages volunteering and community involvement
- F5. *To improve passenger transport, leading to improved accessibility and an increase in passenger numbers*
- F6. To improve access to services
- F7. To reduce income deprivation including child and pensioner poverty
- F8. *To reduce the impact of traffic congestion upon Worcestershire*
- F9. To improve the quality of life for people in the most disadvantaged neighbourhoods (Oldington and Foley Park Ward) and ensure service providers are more responsive to neighbourhood needs and improving their delivery

LAA Reward Targets

Year 2 LAA

3.3 The developmental approach to Worcestershire's LAA

The inclusive approach to developing Worcestershire's LAA has resulted in an ambitious range of outcomes to improve quality of life in the county. Worcestershire's Community Strategies (one county wide and six district) are where the full range of partnership activity is described. This Agreement sets out those outcomes and associated measures where value can be added through the first year of the LAA process. Some of our year one outcomes will be supported by additional measures in years two and three – we will be using year one to establish clear baselines and targets.

It also contains outcomes that, in year one, will not have any associated measures and targets. Developmental work needs to be done to establish baselines, measures and SMART targets and to engage all partners in taking the work forward, but these represent agreed local priorities for our communities. For example outcome F1: 'To increase the availability of affordable, appropriate and decent housing' is a desirable outcome for Worcestershire's LAA. Significant development work is required with partners on funding streams, freedoms and flexibilities and the establishment of suitable targets and measures. We will be using year one to develop the framework and proposing inclusion in years two or three of specific measures and targets against this outcome.

3.4 The cross-cutting nature of thematic blocks

Our LAA recognises that Worcestershire is a mixture of both urban and rural environments. This Agreement seeks to balance the needs of people living here. We recognise that Worcestershire is a diverse county and we seek to support this by valuing the uniqueness of each person. We recognise that people can be, or perceive that they are treated differently on the basis of their age, disability, gender, marital status, race, colour, nationality, ethnic or national origin, religion or belief, culture or sexual orientation. In everything we do we will aim to remove unfairness and promote equality of opportunity, equal access and good relations between people from all backgrounds.

In the first year of the LAA the focus of work will be on the county's diverse, multicultural communities – the population of people from black and minority ethnic communities is relatively small at 2.5 % of the population in 2001, projected to increase to 3.1% by 2011. We recognise that we need to take a proactive approach to engaging with Worcestershire's black and minority ethnic communities ensuring that there is a common vision and a sense of belonging for all communities. It is important that people from different backgrounds have similar life opportunities and that strong and positive relationships are being developed between people from different backgrounds in the workplace, in schools and in neighbourhoods. Recent consultations with Worcestershire's black and minority ethnic communities reinforced the importance of the outcomes in this LAA. In future years of the Agreement different aspects of the equalities agenda, for example disability, age, gender, sexuality, religion and belief will be addressed.

The Worcestershire Equalities Group (made up of representatives from service providers across the county) is in the process of developing a statement of shared aspirations which sets out how we will collectively develop this work. Work is proposed to further investigate cross-cutting equalities and inclusion issues facing Worcestershire through a series of open Equalities and Inclusion events in March 2006 led by the group. This will inform the delivery of outcomes across all the thematic blocks of this LAA.

We also recognise that issues such as arts and culture, sustainability, participation and involvement are "golden threads" running through all the themes of this Agreement. Our thematic Block F: Stronger Communities picks up these and other cross-cutting issues.

3.5 Making the links between the outcomes

There are many other areas of this Agreement where we recognise that work undertaken in thematic blocks is cross-cutting. Our themes are not mutually exclusive and action in one area will impact on another.

An example is outcome A1: “To reduce crime, to reassure the public reducing fear of crime, and to reduce the harm caused by illegal drugs and alcohol”. This outcome can be expected to impact on outcomes A2, 3, 4, 5,6, B1, D1, 2, 3, 5, E1,2,4,5,7 and F3. This example is by no means unique – there are strong cross-cutting themes across the whole of the Agreement.

The matrix below demonstrates how LAA outcomes impact on each other and have knock on benefits across the whole of this LAA. Not all of these relationships are bilateral. This high degree of impact and interrelationship supports our commitment to a single pot approach.

Worcestershire's Local Area Agreement - Outcomes: Cross-Cutting Links

The table below demonstrates the cross-cutting nature of the 36 outcomes in our LAA. A λ is used to show where an individual LAA outcome has an impact on one or more outcomes in the other blocks of our LAA. Not all of these relationships are bilateral.

LAA blocks & outcomes	Block A outcomes	Block B outcomes	Block C outcomes	Block D outcomes	Block E outcomes	Block F outcomes
A. Communities that are safe and feel safe						
A1. To reduce crime, to reassure the public reducing the fear of crime, and to reduce the harm caused by illegal drugs and alcohol	λ	λ	λ	λ	λ	λ
A2. To build respect for communities and to reduce anti-social behaviour	λ	λ	λ	λ	λ	λ
A3. To improve the quality of life for the people of South Worcestershire by reducing crime and deliberate fires	λ	λ	λ	λ	λ	λ
A4. To improve the quality of life for the people of Redditch by reducing crime and deliberate fires	λ	λ	λ	λ	λ	λ
A5. To improve the quality of life for the people of Wyre Forest by reducing crime and deliberate fires	λ	λ	λ	λ	λ	λ
A6. To reduce the harm caused by young offenders to the wider community	λ		λ		λ	
B. A better environment – for today and tomorrow						
B1. To have cleaner, greener and safer public spaces	λ	λ	λ	λ	λ	λ
B2. To reduce green house gas emissions and adapt to the impacts of climate change		λ	λ	λ	λ	λ
B3. To reduce waste and increase recycling		λ	λ			
B4. To protect/improve Worcestershire's natural environment/biodiversity	λ	λ	λ	λ	λ	λ
C. Economic success that is shared by all						
C1. To develop a vibrant and sustainable economy	λ	λ	λ			λ
C2. To develop the economic infrastructure			λ			λ
C3. To improve the skills base of the local population	λ		λ		λ	λ
C4. To ensure access to economic benefits	λ		λ	λ	λ	λ
D. Improving health and well being						
D1. To increase life expectancy and reduce morbidity of adults			λ	λ		
D2. To reduce incidence of coronary heart disease and cancer			λ	λ		
D3. To improve the quality of life of older people				λ		λ
D4. To improve the quality of life of older people with a limiting long term illness				λ		

LAA blocks & outcomes	Block A outcomes	Block B outcomes	Block C outcomes	Block D outcomes	Block E outcomes	Block F outcomes
D5. To reduce health inequalities				λ	λ	
E. Meeting the needs of children and young people						
E1. To improve access to and take up of integrated local preventative services				λ	λ	λ
E2. To develop inclusive communities by increasing the level of educational attainment	λ		λ	λ	λ	λ
E3. To increase participation in education and training	λ		λ	λ	λ	λ
E4. To improve the life chances of vulnerable children and young people	λ		λ	λ	λ	
E5. To enrich the experiences and development of children and young people through activity and positive contribution	λ				λ	λ
E6. To ensure that children and young people are protected from harm	λ			λ	λ	
E7. To increase life expectancy and reduce morbidity of children and young people				λ	λ	
F. Stronger Communities						
F1. To increase the availability of affordable, appropriate and decent housing	λ	λ	λ	λ	λ	λ
F2. To increase opportunities for recreation, leisure and culture for all	λ	λ	λ	λ	λ	
F3. To develop an inclusive community which empowers local people to have a greater voice and influence over local decision making and delivery of services	λ	λ	λ	λ		λ
F4. To ensure a well-supported, active voluntary and community sector which encourages volunteering and community involvement		λ	λ	λ	λ	λ
F5. To improve passenger transport, leading to improved accessibility and an increase in passenger numbers		λ	λ	λ	λ	λ
F6. To improve access to services			λ	λ	λ	λ
F7. To reduce income deprivation including child and pensioner poverty	λ		λ	λ	λ	
F8. To reduce the impact of traffic congestion upon Worcestershire		λ		λ		
F9. To improve the quality of life for people in the most disadvantaged neighbourhoods (Oldington and Foley Park Ward) and ensure service providers are more responsive to neighbourhood needs and improving their delivery	λ	λ	λ	λ	λ	λ

Year 2
outcome

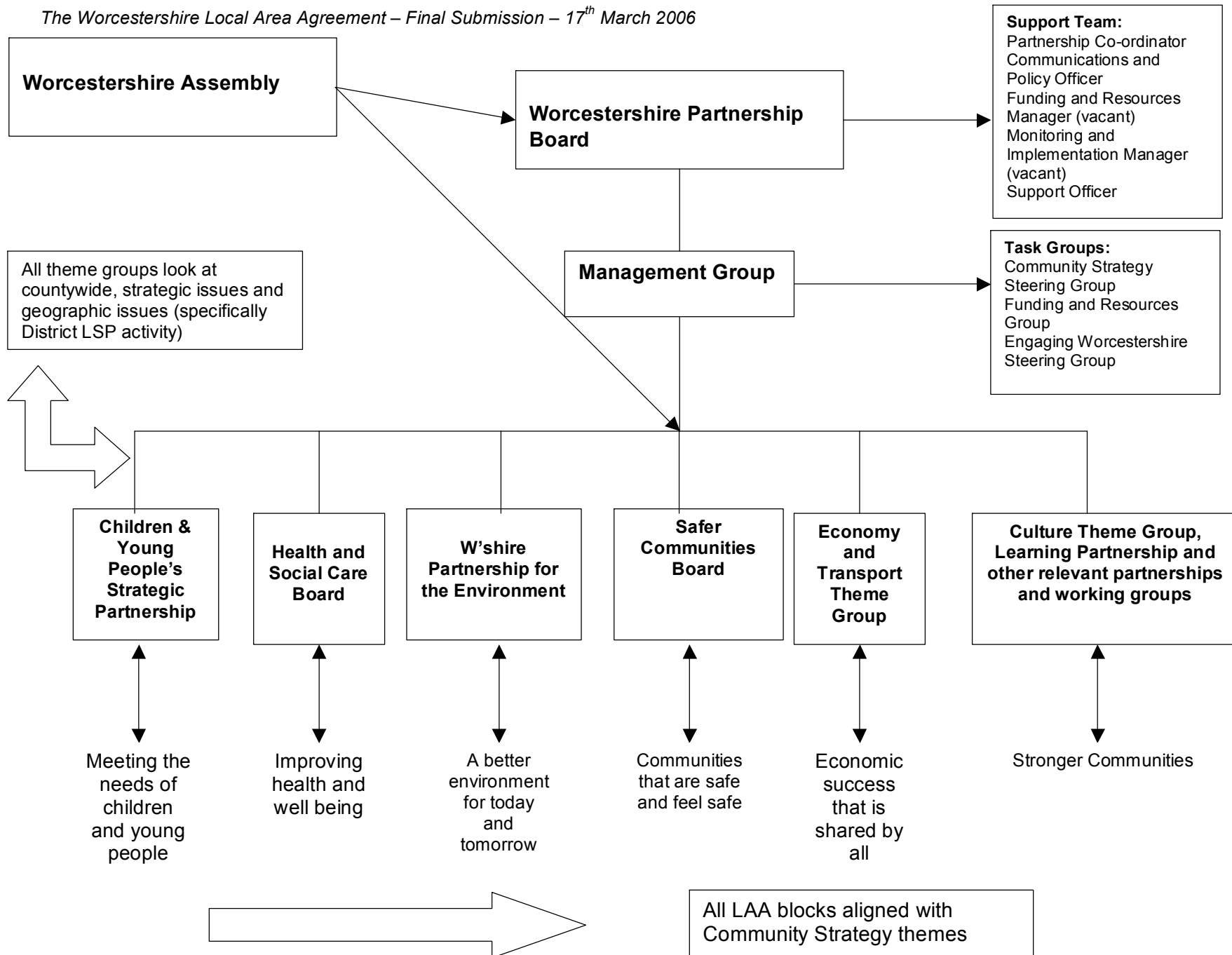
4. THE WORCESTERSHIRE PARTNERSHIP AND LAA GOVERNANCE ARRANGEMENTS

Worcestershire's Local Area Agreement will be delivered through the Worcestershire Partnership, the countywide Local Strategic Partnership (LSP) for Worcestershire. Work will be carried out through theme groups of the Partnership, in close collaboration with the district LSPs and other relevant partnerships, for example the Voluntary and Community Sector Infrastructure Consortium.

The Worcestershire Partnership will build on a long history of effective partnership working to meet the requirements of the Local Area Agreement. The Partnership formed in 1999 and underwent an extensive review in 2002 to facilitate the development and delivery of a countywide Community Strategy. The Partnership is currently part of a project funded by ODPM to strengthen community planning in two-tier areas.

4.1 Worcestershire Partnership Structure, Roles and Responsibilities

The Partnership recently completed a review of governance arrangements, spurred on by the advent of the LAA. The new structure of the Partnership (represented in the diagram below) was approved at a Board meeting in October 2005 and the roles and responsibilities of each group were defined.



The **Board** agrees the strategic priorities for Worcestershire and shapes the Community Strategy. Members also debate issues of mutual interest and concern, and identify cross-cutting issues, gaps and overlaps in countywide provision. The partners agree the framework for the activities of the Partnership and delegate to the rest of the Partnership. The Board will endorse the LAA on behalf of their organisations and will take an overview of the strategic direction and implementation of the Agreement.

The **Management Group** develops proposals, makes decisions, facilitates partners' support and monitors performance with delegated responsibility from the Board. The group ensures effective partnership working within the county and will be responsible for making strategic decisions about the LAA on behalf of the Board. Management Group membership consists of influential and effective individuals at a very senior level within the following partner organisations/sectors:

- Independent Chairman
- County Council
- District Councils (2 representatives – North and South)
- Police
- Primary Care Trust/National Health Service
- Voluntary and Community Sector
- Business Sector
- Higher Education/Learning and Skills.

Advantage West Midlands/Government Office West Midlands will be invited as observers.

The **Theme Groups** of the Worcestershire Partnership will be the engine-rooms of the LAA. Five of the theme groups match up with the blocks of the LAA, which are also aligned with the themes of Worcestershire's Community Strategy. In the case of the sixth block, Stronger Communities, a range of partnerships will have responsibility for delivering individual outcomes. For example the Cultural Theme Group sitting within the wider Worcestershire Partnership will manage performance of the LAA against this outcome. To ensure clear communication between the Management Group and the theme groups, where possible, theme champions from the Management Group will liaise with or be members of theme groups.

The **Task Groups** will assist the MG to carry out its work. Current Task Groups include the Community Strategy Task Group which has the responsibility for developing the County Community Strategy, developing performance management and ensuring effective communications for the LAA and the Engaging Worcestershire Steering Group which will take an active role in delivering the outcomes related to volunteering and will ensure that the wider community and voluntary sector are informed and engaged with the process.

4.2 The Role of District LSPs

District LSPs are involved at all levels of decision-making in the Worcestershire Partnership. The leaders and chief executives of the district councils and the chairs of the district LSPs sit on the Board, and two district chief executives represent the district councils in the north and south on the Management Group. In addition, regular meetings are held between the Chairs of the district and County LSPs to discuss issues of common concern and ensure close working relationships between all.

The co-ordinators from each district LSP sit on the Community Strategy Steering Group.

The theme groups of the partnership will consider countywide, strategic issues and will also cover geographic issues, which will incorporate district LSP activity. Where an outcome needs to be delivered locally or differently depending on the location, the district LSP will be vital to the delivery.

4.3 Involvement of Elected Members

The role of elected members as community leaders and decision makers in LSPs and the LAA is vital but nationally unresolved. As a priority, and to ensure the continued sustainability and success

of the LAA, the Worcestershire Partnership is currently investigating enhanced member involvement within its structures, with a particular focus on the Local Area Agreement. Proposals are being developed that will involve councillors in identifying effective mechanisms. These include Member Reference Groups for the Management Group and all theme groups (to include a mix of district and county councillors) and a clearer role for Overview and Scrutiny in the partnership process.

This work will build on existing mechanisms for involving members including:

- Involvement of District and County Council Leaders on the Worcestershire Partnership Board (Cllr George Lord, Leader of Worcestershire County Council, is vice chair of the Worcestershire Partnership)
- Membership of theme groups
- Member reference groups are held by some theme groups to engage members in the work of these groups
- Regular updates and briefings on partnership progress
- Area Co-ordinators work with County Councillors to engage them in the work of District LSPs.
- Worcestershire Assembly
- Reports to Cabinet and Full Council

5. PERFORMANCE MANAGEMENT AND MONITORING ARRANGEMENTS

Worcestershire Partnership needs coherent and accessible arrangements for performance management of the Local Area Agreement. Any approach needs to fulfil two main aims, which are inextricably linked:

1. To support the reporting of performance information to regional and national government
2. To support, locally, the monitoring of progress against targets, identify successes and where remedial action may be required

An additional requirement of the system is for it to be “owned” by partner agencies, and for it to link with other activity, such as the second generation Local Public Service Agreement, which will be subsumed within the LAA. The approach and the system will be co-ordinated by Worcestershire County Council Research and Intelligence Unit and will link to the wider performance monitoring arrangements of the Worcestershire Partnership. This work will be developed with the Worcestershire Partnership team and managed through the Worcestershire Community Strategy Task Group.

The basis of an effective approach to performance management is to have a set of clearly defined indicators and targets, with a controlled process for the collection, analysis and reporting of information. Under each LAA block key outcomes have been developed, for each outcome there will be relevant measures (indicators) and targets. Each indicator will have an identified “owner” who is responsible for supplying performance data against the measure. Each outcome also includes LAA reward (previously Local Public Service Agreement 2 targets). Data for all targets is collated centrally, with performance information disseminated to partner agencies via the Internet.

A dedicated performance management tool will be used for the Local Area Agreement. This will bring together relatively high-level monitoring against outcomes, for instance, a crime reduction target for the County to fulfil aim 1 above, with a range of more detailed indicators of crime targets and project performance linked to aim 2.

This approach will be developed across each theme of the LAA. For illustrative purposes we have concentrated on Block A: Communities that are Safe and Feel Safe element to illustrate how this approach will work in practice.

A simple overview of the proposed approach is set out below

- The Safer and Stronger Communities Board, a theme group of Worcestershire Partnership, will own this element of the LAA.
- At a County level, there will be a small number of outcomes
- As stated above, a potential example may be a reduction in British Crime Survey Comparator crimes for Worcestershire between 2003/04 and 2007/08. Performance against this outcome

would be reported on a quarterly basis to the Safer and Stronger Communities Board (then to Regional and National government). This group would then, where necessary challenge sub-target owners (see below) regarding local performance.

- Contributing to the achievement of the County target will be a number of sub-targets owned by Community Safety Partnerships (of which there are four in Worcestershire – Bromsgrove, Redditch, South Worcestershire and Wyre Forest) and other partners. It is likely performance against these targets would be reported by exception to the Safer and Stronger Communities Board. At this point, the group would take a view regarding any “global” remedial action required.
- However, more detailed performance information will be reported at the relevant Community Safety Partnership or other partnership group, who will decide any “local” remedial action, if necessary.
- The Community Strategy Task Group will have an overseeing role, checking that the approach taken by each thematic group is consistent with the priorities and performance management arrangements of District LSPs and other key agencies

The approach will be underpinned by software called “TEN™”, and will be replicated in overall terms throughout the LAA. This system is already in use within some partner agencies, and has also been used for the monitoring of LPSA 1 in Worcestershire. It enables the collation and presentation of performance information, identifying overall and detailed performance using traffic lights and charting.

We are able to provide an illustration of the “TEN™” model as it relates to the Communities that are Safe and Feel Safe theme. It clearly shows how each level of the system will operate – the “high level” traffic light dashboard showing the key outcomes under this theme; the details of objectives for each outcome; indicators contributing to specific objectives (alongside “traffic lights” showing current performance) and detailed performance data relating to a specific indicator. The graphic display of performance management information enables areas where further remedial action is needed to be readily identified.

This performance management approach will be developed alongside the Local Area Agreement, and the initial TEN system will be in place for when the LAA goes live in April 2006. The detail of which partner agency is responsible for the delivery of particular outcomes can be found under each of the blocks.

6. APPROACH TO THE INCLUSION OF FUNDING STREAMS

Worcestershire has taken a realistic and pragmatic approach to the inclusion of pooled and aligned funding streams in the first year of this LAA. Our concern has been to ensure that our approach is sustainable over the long term and that partners are confident and committed to the work for the life of the Agreement. A workshop held in January 2006 with partners aired issues for all involved and clarified our approach.

The workshop recommended the funds to be pooled and funds for alignment. These are identified in the appropriate thematic blocks. In most cases funding streams have been aligned. The aligned funds are largely subject to ongoing negotiations since partner organisations’ budgets are still in the process of being finalised for 2006/7. Some measures depend on mainstream budgets, which will be considered for alignment in the future.

Clear criteria were developed for aligning funds and these are:

1. The funding must demonstrably contribute to the achievement of an outcome / measure.
2. The funding must be subject to financial monitoring by the Worcestershire Partnership.
3. The activity supported by the funding must be the subject to the partnership’s performance management regime.

In year one there is likely to be little material change in the direction of funding given commitments that will already have been made by partners in receipt of the funding streams. However, through the first 12 to 18 months of the life of the LAA it is expected that block /outcome leads through the themed groups will consider re-allocation of pooled funding streams for years two and three of the

LAA. This will maximise the potential of achieving the outcomes, particularly around the stretch targets and measures. The scope to pool further funding streams will be assessed.

A substantial number of funding streams have been identified as suitable for alignment. Further work will be undertaken to conclude the amount of funding that will be aligned in pursuit of LAA outcomes and consideration will be given to the way aligned funding streams are used with a view to facilitating more innovative and effective use of funds over the life of the Agreement.

The principles that are being applied to this process are:

- Minimise disruption to service delivery
- Minimise bureaucracy
- Move in a measured way to increase pooled budgets year on year, building trust and confidence through alignment

At the same time Worcestershire County Council is establishing a financial process in order to facilitate the receipt of pooled funds to partner agents responsible for delivery.

WORCESTERSHIRE'S OUTCOMES FRAMEWORK – WITH REWARD ELEMENTS

7. Block A: Communities that are safe and feel safe

Outcome	Performance Measure / Indicator	Baseline (latest available baseline information has been used)	Performance Targets				Enhancement in Performance
			2006/07	2007/08	2008/09		
					Without Reward	With Reward	
A1. To reduce crime, to reassure the public reducing the fear of crime, and to reduce the harm caused by illegal drugs and alcohol.	A.1.a - A reduction in crimes in the British Crime Survey (BCS) Comparator Suite by agreed % level already negotiated and required:	For PSA 1, the baseline date is 2003/04					The implementation of the Community Policing agenda may have an impact on people's perception. Therefore there may be the need to re-negotiate a target after the second year of Neighbourhood Policing
	Bromsgrove – 17.5% total reduction in crimes Individual crime targets: Theft of vehicle – 17.5% Theft from vehicle – 17.5% Vehicle interference – 17.5% Domestic Burglary – 17.5% Criminal Damage – 17.5% Common Assault – 17.5% Wounding – 17.55	4,835 333 927 164 749 1403 240 839	4009 272 760 126 574 1249 207 676	3989 275 765 135 618 1157 198 692	3777		
	Redditch – 17.5% total reduction in crimes Individual crime targets: Theft of vehicle – 9% Theft from vehicle – 9% Vehicle interference – 9% Criminal Damage – 25% Wounding – 32%	6,069 443 564 215 2232 1283	5071 407 525 211 1753 916	5007 403 513 196 1674 872	4741		
	South Worc's – 16% total reduction in crimes Individual targets: Theft of vehicle – 20% Theft from vehicle – 20% Criminal Damage – 20%	14,041 677 2206 5022	11,768 578 1748 4056	11,794 542 1765 4018	11233		

Outcome	Performance Measure / Indicator	Baseline (latest available baseline information has been used)	Performance Targets				Enhancement in Performance
			2006/07	2007/08	2008/09		
					Without Reward	With Reward	
	Wyre Forest – 18% total reduction in crimes Individual targets: Theft of vehicle – 20% Theft from vehicle – 20% Vehicle interference – 20% Criminal damage – 17% Wounding – 18%	6,020 454 864 184 2266 461 1081	5109 372 692 166 1973 365 929	4936 363 691 1477 1881 378 886	4666		
	A.1.a (cont) - A reduction in crimes in the British Crime Survey (BCS) Comparator Suite by agreed % level already negotiated and required:		To investigate and agree a countywide target Section 17 Audits to be undertaken	Agreed % county wide reduction in BCS crimes Section 17 – level 2 Compliance	Agreed % countywide reduction in BCS crimes Section 17 – level 3 Compliance		
	A.1.b – Increase in services offered to Prolific and Priority offenders which meet the “seven pathways” criteria	Prolific and Priority Offenders Group to develop baseline by March 2007	To establish baseline and develop realistic targets for years 2 and 3		A reduction in re-offending of 18% over 3 years		The development of the PPO performance framework should influence how this measure will look in future.

Outcome	Performance Measure / Indicator	Baseline (latest available baseline information has been used)	Performance Targets				Enhancement in Performance
			2006/07	2007/08	2008/09		
					Without Reward	With Reward	
	A.1.c - To reduce public perception of crime, anti-social behaviour (ASB) and drug use	Fear of Crime Working Group to be established (countywide). Baseline to be set by March 2007 using two years of agreed data.	Baselines established on: Perception of crime Perception of ASB Perception of drug use	% Decrease to be confirmed (TBC)	% Decrease (TBC)		The implementation of the Community Policing agenda may have an impact on people's perception. Therefore there may be the need to re-negotiate a target after the second year of Neighbourhood Policing.

Outcome	Performance Measure / Indicator	Baseline (latest available baseline information has been used)	Performance Targets				Enhancement in Performance
			2006/07	2007/08	2008/09		
					Without Reward	With Reward	
	A.1.d - A reduction in the impact of hidden and hate crime	Countywide Hate Crime Group to be established April / May '06 Baseline and future targets to be established by March '07	Establish baseline on BVPI 225 SPI 8A - % of domestic violence incidents with the power of arrest where an arrest was made BVPI 174 & 175 - compliance The development of common monitoring systems Baseline established	% against BVPI 225 (TBC) Performance against SPI 8A	% against BVPI 225 (TBC) Performance against SPI 8A	BVPI 225 is a new indicator therefore targets will need to be set after appropriate baselines are established from 05/06 data. This indicator is a checklist: the figure that will be reported is a % score, which represents the proportion of checklist items to which the authority can answer yes. 11 items are on the checklist.	
	A.1.e - To reduce the harm caused by illegal drugs - ensure completion rates for Specialist and Shared Care drug treatment prescribing are in line with national averages	2004/2005 baseline 11.1%	30%	Target to be set in 06/07	Target to be set in 07/08		
	A.1.f - To reduce the harm caused by alcohol - increase the number of people receiving alcohol treatment	2004/2005 baseline 1314	1375	1500	Target to be set in 07/08		

Outcome	Performance Measure / Indicator	Baseline (latest available baseline information has been used)	Performance Targets				Enhancement in Performance
			2006/07	2007/08	2008/09		
					Without Reward	With Reward	
A2. To build respect for communities and to reduce anti-social behaviour	A.2.a - To reduce the number of breaches of Anti-Social Behaviour Orders (ASBOs)	ASB Strategy Group to be established by June '06. Baselines will be developed as part of the development of ASB strategies, to be completed by March 2007	To establish baseline	Baselines to be monitored for potential targets to be set	(In region of 3-5% reduction)		
	A.2.b - To increase the number of Individual Support Orders (ISO) attached to ASBOs	ASB Strategy group to be established by June 2006. Baselines will be developed as part of the development of ASB strategies, to be completed by March 2007	To establish baseline	Baselines to be monitored for potential targets to be set	(In region of 3-5% reduction)		
	A.2.c - To increase the number of Intensive Family Support Plans	CDRPs and YOTs to work together during 06/07 to establish targets for numbers of IFSPs by March 2007	To establish baseline	Baselines to be monitored for potential targets to be set	An increase of 3-5%		

Outcome	Performance Measure / Indicator	Baseline (latest available baseline information has been used)	Performance Targets				Enhancement in Performance
			2006/07	2007/08	2008/09		
					Without Reward	With Reward	
<p>A.3 To improve the quality of life for the people of South Worcestershire by reducing crime and deliberate fires*</p> <p>(The baselines are 2003/04 unless otherwise stated as prescribed by Home Office/ODPM guidance. A 2004/05 baseline has been used where no existing PSA 1 agreement is in place)</p>	A.3.a. The number of recorded theft from a vehicle offences in South Worcestershire	2,206			1,669	1,587*	82 offences
	A.3.b The number of recorded domestic burglary offences in South Worcestershire (2004/05 BASELINE)	1,155	-	-	1,083	865*	218 offences
	A.3.c. The total number of recorded deliberate primary and secondary fires in South Worcestershire	1,003	-	-	936	898*	A total of 38 primary and secondary deliberate fires
<p>A.4. To improve the quality of life for the people of Redditch by reducing crime and deliberate fires*</p> <p>(The baselines are 2003/04 unless otherwise stated as prescribed by Home Office/ODPM guidance. A 2004/05 baseline has been used where no existing PSA 1 agreement is in place)</p>	A.4.a The number of recorded criminal damage offences in Redditch	2,232			1,558	1,495*	63 offences
	A.4.b The number of recorded theft of a vehicle offences in Redditch	443			394	222*	172 offences
	A.4.c The number of recorded vehicle interference offences in Redditch	215			191	151*	40 offences
	A.4.d The number of recorded domestic burglary offences in Redditch (2004/05 BASELINE)	427			400	342*	58 offences

Outcome	Performance Measure / Indicator	Baseline (latest available baseline information has been used)	Performance Targets				Enhancement in Performance
			2006/07	2007/08	2008/09		
					Without Reward	With Reward	
	A.4.e The total number of recorded deliberate primary and secondary fires in Redditch	598			558	532*	A total of 26 primary and secondary deliberate fires.
A5. To improve the quality of life for the people of Wyre Forest by reducing crime and deliberate fires* (The baselines are 2003/04 unless otherwise stated as prescribed by Home Office/ODPM guidance. A 2004/05 baseline has been used where no existing PSA 1 agreement is in place)	A.5.a The number of recorded criminal damage offences in Wyre Forest	2,226			1,795	1,756*	39 offences
	A.5.b The number of recorded theft of a vehicle offences in Wyre Forest	454			343	295*	48 offences
	A.5.c The number of recorded theft from a vehicle offences in Wyre Forest	864			654	618*	36 offences
	A.5.d The number of recorded domestic burglary offences in Wyre Forest (2004/05 BASELINE)	356			334	276*	57 offences
	A.5.e The number of recorded wounding offences in Wyre Forest	1,081			843	822*	21 offences
	A.5.f The number of recorded common assault offences in Wyre Forest	461			360	184*	176 offences
	A.5.g The total number of recorded deliberate primary and secondary fires in Wyre Forest	538			502	479*	A total of 23 primary and secondary deliberate fires

Outcome	Performance Measure / Indicator	Baseline (latest available baseline information has been used)	Performance Targets				Enhancement in Performance	
			2006/07	2007/08		2008/09		
				Without Reward	With Reward	Without Reward		With Reward
A6. To reduce the harm caused by young offenders to the wider community*	A.6.a The percentage of young offenders in cohort (i) 2005 and cohort (ii) 2006 who re-offend within 24 months (See Annex for definitions)	52.5% = the percentage of young offenders who received a substantive outcome between 1 October and 31 December 2002 and who re-offended within 24 months						
	Cohort (i)			Without Reward 49.8%	With Reward 48.4%*			Reduction of 1.4% percentage points (See Annex)
	Cohort (ii)					47.3%	45%*	Reduction of 2.3% percentage points (See Annex)
	A.6.b - The number of young people aged over 16 years old and supervised by the Youth Offending Team in Worcestershire during 2005 who are in full time education, training or employment expressed as a percentage of all young people supervised by the YOT in Worcestershire in that year.	62% - 1 January to 31 December 2005				90%	93%*	3%

- **Targets marked with an asterisk are part of the LAA 'Reward Element'. See Annex A for full specification of indicator, periods of measurement, supporting conditions and miscellanea.**

Funding Streams requested (p) = pooled (a) = aligned	Allocation		
	2006/07	2007/08	2008/09
Safer and Stronger Communities Fund (p)	910,000	Plus inflation	Plus inflation
Worcestershire County Council Community Safety Grant (p)	120,000		
Home Fire Risk Check Initiative (a)	Further negotiations to be held		
Base command unit – north (a)	Negotiations to be completed		
Base command unit – south (a)	Negotiations to be completed		
Safety Camera Partnership (a)	Negotiations to be completed	Negotiations to be completed	Negotiations to be completed

8. Block B: A Better Environment for Today and Tomorrow

Outcome	Performance Measure / Indicator	Baseline (latest available baseline information has been used)	Performance / Targets				Enhancement in performance
			2006/07	2007/08	2008/09		
					Without Reward	With Reward	
B1. To have cleaner, greener and safer public spaces	B.1.a - Achieve 11 Green Flag Parks in Worcestershire	1 (2004/2005)	5	9	11		
	B.1.b - Create 6 new play areas in Worcestershire	0 (January 06)	2	3	1		
	B.1.c - Develop a collective and cohesive approach to managing and improving Streetscene	From BV 199, 218a&b, 89 and 119e data	Establish joint group to develop plans and targets by Sept 2006	Targets to be agreed	Targets to be agreed		
	B.1.d – Residents reporting an increase in satisfaction with their neighbourhood – as measured by: Percentage reduction of residents who say that vandalism, graffiti and other deliberate damage to property or vehicles is a very big or fairly big problem	34.3% 2003/2004 BVPI General Satisfaction Survey	Targets to be set for 09/10	N/A	N/A (outturns will be based upon BV General Satisfaction Survey 2009 /10)		

Outcome	Performance Measure / Indicator	Baseline (latest available baseline information has been used)	Performance / Targets				Enhancement in performance
			2006/07	2007/08	2008/09		
					Without Reward	With Reward	
B2. To reduce greenhouse gas emissions and adapt to the impacts of climate change	B.2.a - Improvement in energy efficiency of housing stock	1995/6 levels Total energy used by Worcestershire households 27 million GJ	20% reduction against baseline	22% reduction against baseline	24% reduction against baseline		NOTE – Requested freedom and flexibility for LA administration of Warm Front Grant; Grant being used for heating only and development of EEC2 criteria for insulation was denied. However as this is a target set by central government, WPEG will seek means to achieve it (e.g. further negotiations with funding sources)

Outcome	Performance Measure / Indicator	Baseline (latest available baseline information has been used)	Performance / Targets				Enhancement in performance
			2006/07	2007/08	2008/09		
					Without Reward	With Reward	
	B.2.b - Increase in number of households benefiting from Warm Front grants, which are aimed at reducing fuel poverty	2004/5 2318 Warm Front assisted households in Worcestershire	5% increase from baseline = 2434 households	5% increase from 06/07 = 2556 households	5% increase from 07/08 = 2684 households		NOTE Requested freedom and flexibility for LA administration of Warm Front Grant; Grant being used for heating only and development of EEC2 criteria for insulation was denied. WPEG will continue to seek means to achieve a higher percentage increase e.g. further negotiations with funding sources.

Outcome	Performance Measure / Indicator	Baseline (latest available baseline information has been used)	Performance / Targets				Enhancement in performance
			2006/07	2007/08	2008/09		
					Without Reward	With Reward	
	B.2.c - Increase in numbers of partner organisations within the County who have carbon management programmes (i.e. who have quantified greenhouse gas emissions from their activities, set targets for their reduction, and put into place and implementing plans to achieve those targets.)	1	4	7	10		In Year 1 we will be developing the business case for Freedom and Flexibilities to enable use of the following funding streams to support this measure: DTI Low Carbon Buildings Carbon Trust DEFRA Climate Challenge Communications Fund EST Fleet
B3. To reduce waste and increase recycling*	B.3.a The non-biodegradable element of BVPI 82a the percentage of household waste arising which have been sent by the Authority for recycling*	6.85% (2004/05)	N/A	N/A	7.72%	9.72% *	An increase in the recycling of non-biodegradable household waste of two percentage points*
B4. To protect and improve Worcestershire's natural environment / biodiversity	Year 2 outcome – measures and targets to be developed during year 1 of LAA						

* Targets marked with an asterisk are part of the LAA 'Reward Element'. See Annex A for full specification of indicator, periods of measurement, supporting conditions and miscellanea.

9. Block C: Economic Success That Is Shared By All

Outcome	Performance Measure / Indicator	Baseline (latest available baseline information has been used)	Performance / Targets				Enhancement in performance
			2006/07	2007/08	2008/09		
					Without Reward	With Reward	
C1. To develop a vibrant and sustainable economy	C.1.a - Growth in employment levels in Science and Technology Parks. Targets include projected growth at Malvern Hills Science Park, plus projected growth on CTB sites within the Agreement timescale	220 (2005/06)	250	550	690		
	C.1.b - Maintain penetration of provision of business support services to businesses started in the previous 12 months	238 (2004/2005)	238	-	-		Given the expected changes to Business Support arrangements targets for 2007/8 and 2008/09 will be confirmed by March 2007 when new business support arrangements will have been confirmed.
C2. To develop the economic infrastructure	C.2.a - Registrations on the commercial property service website (figures are new registrations per annum)	464 (2004/2005)	510 in 06/07	505 in 07/08	500 in 08/09		Measure will show declining stretch as more 'hard to reach' parts of the market are penetrated
	C.2.b - Accessibility to major Employment sites within Worcestershire during AM peak period - % of population within 60 minutes of work (Bus service)	81% (2004/2005)	81%	82%	83%		

Outcome	Performance Measure / Indicator	Baseline (latest available baseline information has been used)	Performance / Targets				Enhancement in performance
			2006/07	2007/08	2008/09		
					Without Reward	With Reward	
C3. To improve the skills base of the local population	C.3.a - Increase in the number of adults over 19 achieving a full NVQ level 2 qualification, in particular where this helps address identified skill shortages	17,954 (2003/04 – last full year figures available)	18,297	18,846	19,596		NOTE A freedom and flexibility is required re 16 hr rule (see business case). The target may be affected by changes in policy priorities and measures at the national level.
	C.3.b - Increase in the number of adults achieving a 'level 1' or 'level 2', or an 'entry level 3' Skills for Life qualification	1,819 (2003/04 – last full year figures available)	1955	2086	2216		NOTE A freedom and flexibility is required re 16 hr rule (see business case). The target may be affected by changes in policy priorities and measures at the national level.
C4. To ensure access to economic benefits*	C.4.a. - Number of jobless lone parents ^ helped by Worcestershire Partnership Economy and Transport Theme Group into work for a sustained period of at least 16 hours per week for 13 consecutive weeks or more. * (^Jobless lone parents - people that are aged 16 or over, have a dependent child under 16 and are not working or working less than 16 hours per week)	0			0	92*	92*

Outcome	Performance Measure / Indicator	Baseline (latest available baseline information has been used)	Performance / Targets				Enhancement in performance
			2006/07	2007/08	2008/09		
					Without Reward	With Reward	
	C.4.b - Number of people on an incapacity benefit^ for 8 months helped by Worcestershire Partnership Economy and Transport Theme Group into work for a sustained period of at least 16 hours per week for 13 consecutive weeks or more. (^People in receipt of Incapacity Benefit, Severe Disablement Allowance, Income Support on the basis of incapacity, and National Insurance Credits only, on the basis of incapacity)	0			0	90*	90*

* Targets marked with an asterisk are part of the LAA 'Reward Element'. See Annex A for full specification of indicator, periods of measurement, supporting conditions and miscellanea.

Funding Streams requested (p) = pooled (a) = aligned	Allocation		
	2006/07	2007/08	2008/09
LSC: (a)			
FE Participation (Adult)	26,000,000	Negotiations to be completed	Negotiations to be completed
WBL Apprenticeships (19-24)	2,100,000		
European Social Fund – Objective 3	600,000		
Worcestershire County Council (a)	25,000	Negotiations to be completed	Negotiations to be completed
District councils (a)	Negotiations to be completed	Negotiations to be completed	Negotiations to be completed

10. Block D: Improving Health and Well Being

Text in red denotes that the measure is still subject to negotiation / freedom and flexibility has been requested and outcome is awaited

Outcome	Performance Measure / Indicator	Baseline (latest available baseline information has been used)	Performance / Targets				Enhancement in performance
			2006/07	2007/08	2008/09		
					Without Reward	With Reward	
D1. To increase life expectancy and reduce morbidity of adults*	D.1.a – Increase the number of smokers setting a quit date and successfully quitting at 4 weeks*	2,610 (2004/05)	2,762	2,779	2,646	2,779*	133 enhancement*
	D.1.b - Number of adults attending 26 week weight management programmes via GP referral that meets referral criteria*	30 (2004/05)	150	250	50	750*	700 additional patients attending*
	D.1.c - Of these adults the number achieving a 5% weight reduction *	8 (2004/05)	33	63	13	264*	251 additional*
	D.1.d - Of these adults the number achieving a 10% weight reduction *	3 (2004/05)	15	25	5	72*	67 additional
D2. To reduce incidence of coronary heart disease and cancer	D.2.a - Cardiovascular disease mortality Mortality rate per 100,000 [directly aged standardised] population from heart disease and stroke and related disease in people aged < 75.	81.9 (+/- 7.2) April 2005	81.8	81.7	81.5		
	D.2.b – Blood pressure management of patients with coronary heart disease (Numbers of patients with CHD whose last blood pressure reading [measured in the last 15 months] is 150/90 or less).	76% April 2005	79%	81%	83%		
	D.2.c – Cancer mortality rate per 100,000 (directly standardised) population from cancer in people aged under 75.	116.6 (+/- 8.7) April 2005	114	112	110.8		
D3. To improve the quality of life of older people	D.3.a – To increase the numbers of older people (65+) helped to live at home (PAF Indicator C32)	Baseline of 2004/05 7,600	7,676	7,752	7,828		

Outcome	Performance Measure / Indicator	Baseline (latest available baseline information has been used)	Performance / Targets				Enhancement in performance
			2006/07	2007/08	2008/09		
					Without Reward	With Reward	
	D.3.b –To increase the percentage of people 65+ on Worcestershire Neighbourhood Network (WiNN) target sites, accessing low level, prevention services	3.5% (March 2005).	6.5%	10%	11%		
	D.3.c –To increase the percentage of older people from black and minority ethnic communities, in WiNN target sites, accessing prevention services.	2% (March 2005)	6%	10%	11%		
D4. To improve the quality of life of older people with a limiting long term illness*	D.4.a –To reduce the number of emergency unscheduled acute hospital bed days occupied by a person aged 75 or more in NHS hospitals in Worcestershire (national target of 5% reduction by March 2008). *	Baseline is 2003/4 performance 154,731 (bed days)	151,636	146,994	146,994	143,127 *	3,868 /7 enhancement NUMBERS BEING REWORKED
D5. To reduce health inequalities	D.5.a To reduce the gap in standardised mortality rates between the worst off and the population as a whole. Measured by: D.5.a.1 The difference between the SMR in the most deprived quintile (Q1) compared to the SMR of the population as a whole.	Q1 446.2 Population 306.5	No interim data but will monitor the trend	No interim data but will monitor the trend	Reduce inequality by 5% over 3 year period		
	D.5.a.2 Slope Index of Inequality (SII)	SII (2004) 75% i.e. the negative gap between the most and least deprived wards is 75% of the average under 75s mortality rate for Worcestershire	No interim data but will monitor the trend	No interim data but will monitor the trend	Reduce inequality by 5% over 3 year period		

Outcome	Performance Measure / Indicator	Baseline (latest available baseline information has been used)	Performance / Targets				Enhancement in performance
			2006/07	2007/08	2008/09		
					Without Reward	With Reward	
	D.5.b -. Health inequalities, as measured by babies born with a low birth weight (live-born singletons) (Q1 – most deprived)	04/05 Q1 8.3% Average 6.1% Difference 2.2	No interim data but will monitor the trend	No interim data but will monitor the trend	Reduce inequality by 5% over 3 year period Difference 2.1		
	D.5.c – Reduce smoking rates in disadvantaged areas	04/05 Q1 28.3% Average 19.0% Difference 9.3	No interim data but will monitor the trend	No interim data but will monitor the trend	Reduce inequality by 10% over 3 year period Difference 8.4		
	D.5.d – Reduce inequalities in morbidity as measured by emergency hospital admissions for Coronary Obstructive Pulmonary Disease (CODP)	(i) 04/05 Q1 188.4 (+/- 24.0) Average 100.7 (+/- 7.3) Difference 87.7	No interim data but will monitor the trend	No interim data but will monitor the trend	Reduce inequality by 5% over 3 year period Difference 83.3		
		2) Slope index of Inequality (SII) (04/05): -156% i.e. the negative health gap between the most and least deprived wards is 156% of the average emergency admission rate for Worcestershire.	No interim data but will monitor the trend	No interim data but will monitor the trend	2) SII: -148%		

* Targets marked with an asterisk are part of the LAA 'Reward Element'. See Annex A for full specification of indicator, periods of measurement, supporting conditions and miscellanea.

Funding Streams requested (p) = pooled (a) = aligned	Allocation		
	2006/07	2007/08	2008/09
POPP Grant (WINN) (a)	1,000,000	1,000,000	Negotiations to be completed
ACS (a)	200,000	200,000	Negotiations to be completed

11. Block E: Meeting the Needs of Children and Young People

Outcome	Performance Measure / Indicator	Baseline (latest available baseline information has been used)	Performance Targets				Enhancement in performance
			2006/07	2007/08	2008/09		
					Without Reward	With Reward	
E1. To increase access to and take up of integrated local preventative services	E.1.a - Number of children reached by Children's Centres	4,000 (Jan 2006)	8,000	18,400	TBA		Targets for 2008/09 will be known by Dec 2008
	E.1.b - Number of schools delivering the Extended Schools core offer	28 (Sept 2005)	40	70	112		September target dates – academic year reporting schedule
	E.1.c - Number of schools to reach full "Healthy Schools" status	4 (Dec 2005)	130 (50%)	200 (77%)	National targets for 08/09 still to be set		Excluding PRUs & Nurseries.
	E.1.d – Deliver overall reduction in teenage conceptions in girls under 18 years of age (15-17 years) in Worcestershire	2004: 6% reduction on 1998 (1% per year)	9% reduction on 1998 (2% in this year)	13% reduction on 1998 (4% in this year)	20% reduction on 1998 (7% in this year)		
E2. To develop inclusive communities by increasing the level of educational attainment*	E.2. To improve the life chances of young people by identifying and addressing under-achievement at Key Stage 4 among significant groups, identifying and disseminating good practice*. Percentage of students obtaining 5 or more GCSE grades A*-C including English and mathematics.* Identifying and disseminating good practice.	44% (Summer 2005)		51% (without reward)	55%* (with reward)		4% * enhancement in performance

Outcome	Performance Measure / Indicator	Baseline (latest available baseline information has been used)	Performance Targets				Enhancement in performance
			2006/07	2007/08	2008/09		
					Without Reward	With Reward	
E3. To increase participation in education and training	E.3.a - % of 16 – 18 year olds not in education, employment or training (NEET)	5.3% (Nov 2005)	4.9%	-	-	-	Subsequent targets to be set nationally in due course.
	E.3.b - Progression rates at age 16+ of young people into further education, training and employment.	94.1% (Dec 2005)	94.4%	94.7%	95%		
	E.3.c - % of 16 – 18 year olds in jobs without training.	17.3 (Nov 2005)	15.3%	14.5%	14%		
E4. To improve life chances of vulnerable children and young people*	E.4.a - Increase attendance in Worcestershire's Primary Schools by reducing % of half days missed / total absence by pupils*	5.03 (04/05 academic year to May half term)		4.70 (without reward)	4.25 (with reward)		0.45
	E.4.b - Increase attendance in Worcestershire's Secondary Schools by reducing % of half days missed / total absence by pupils*	7.03 (04/05 academic year to May half term)		6.72 (without reward)	6.27 (with reward)		0.45
E5. To enrich the experiences and development of children and young people through activity and positive contribution	Year 2 outcome – measures and targets to be developed during year 1 of LAA						
E6. To ensure children and young people are protected from harm	E.6.a - Incidence of children and young people reporting they have been affected by bullying in school.		Baseline set by Sept. 06	Target to be set	Target to be set		
	E.6.b - Incidence of domestic violence impacting on children and young people.		Baseline set by Sept. 06	Target to be set	Target to be set		
	E.6.c - % of children on child protection register who have previously been registered.	20% (Dec 2005)	14%	13%	13%		
E7. To increase life expectancy and reduce morbidity of children and young people*	E.7.a – The percentage of children attending Worcestershire schools in Year 6 (aged 10 and 11) who are classified as obese*	15.05% (academic year 05/06)			16.4%	15.95%*	0.45%*

Outcome	Performance Measure / Indicator	Baseline (latest available baseline information has been used)	Performance Targets				Enhancement in performance	
			2006/07	2007/08		2008/09		
						Without Reward		With Reward
	E.7.b. The percentage of children attending Worcestershire schools in Year 6 (aged 10 and 11) who are classified as overweight.*	14.45% (academic year 05/06)			14.9%	14.75%*	0.15%*	
	E.7.c The percentage of 5-16 year olds in Worcestershire primary, middle and secondary schools participating in a minimum of 2 hours per week of high quality PE and school sports over the course of a school year.*	80% (academic year 04/05)		85% (without reward)	88%* (with reward)		3%*	

* Targets marked with an asterisk are part of the LAA 'Reward Element'. See Annex A for full specification of indicator, periods of measurement, supporting conditions and miscellanea.

Funding Streams requested (p) = pooled (a) = aligned	Allocation		
	2006/07	2007/08	2008/09
Children's Fund (a)	1,402,000	Negotiations to be completed	Negotiations to be completed
Connexions (a)	4,586,000	Negotiations to be completed	Negotiations to be completed
Education Health Partnerships (a)	93,000	Negotiations to be completed	Negotiations to be completed
Extended Schools (Standards Fund) (a)	811,000	Negotiations to be completed	Negotiations to be completed
Secondary Strategy - Behaviour and Attendance (a)	183,300	Negotiations to be completed	Negotiations to be completed
Secondary Strategy Central Co-ordination (a)	917,835	Negotiations to be completed	Negotiations to be completed
Positive Activities for Young People (a)	147,000	Negotiations to be completed	Negotiations to be completed
Primary Strategy Central Co-ordination (a)	516,961	Negotiations to be completed	Negotiations to be completed
General Sure Start Grant and Local Programmes (a)	12,177,322	Negotiations to be completed	Negotiations to be completed
Teenage pregnancy (a)	179,000	Negotiations to be completed	Negotiations to be completed
Work Based Learning (16 – 18) (Apprentices) (a)	3,800,000	Negotiations to be completed	Negotiations to be completed
Entry to Employment (a)	2,000,000	Negotiations to be completed	Negotiations to be completed
Increased flexibilities for 14 – 16 year olds (a)	900,000	Negotiations to be completed	Negotiations to be completed
FE participation (16 – 18) (a)	26,000,000	Negotiations to be completed	Negotiations to be completed
ESF Objective 3 (a)	600,000	Negotiations to be completed	Negotiations to be completed
Standards Fund: Healthy Eating (a)	300,000	Negotiations to be completed	Negotiations to be completed

12. Block F: Stronger Communities

Text in red denotes that the measure is still subject to negotiation / freedom and flexibility has been requested and outcome is awaited

Outcome	Performance Measure / Indicator	Baseline (latest available baseline information has been used)	Performance Targets				Enhancement in performance
			2006/07	2007/08	2008/09		
					Without Reward	With Reward	
F1. To increase the availability of affordable, appropriate and decent housing	Year 2 outcome – measures and targets to be developed during year 1 of LAA						
F2. To increase opportunities for recreation, leisure and culture for all	Increase access to cultural activities for hard-to-reach and rural communities through: F.2.a - Increasing audience numbers for Rural Touring Arts Scheme ('Shindig')	Baseline data is currently unavailable as 'SHINDIG' is still in its first year. A baseline figure will be available from April 2006 (prepared and monitored by Worcestershire Arts Partnership)	5%	5%	5%		Audiences already close to capacity. Were additional funding available, additional venues could be included.
	F.2.b - Increasing the number of people who engage in learning opportunities on the <u>Comput@bus</u>	220 adults (2004/05)	225 adults	236 adults	248 adults		
	F.2.c - Increasing physical activity for adults through: Increasing the number of adults doing 5 or more 30 minute sessions of physical activity per week		Baseline information available from survey in summer 2006				National target to be achieved over 3 years. 1% increase year on year. Information cannot be verified until repeat survey 2009/10

Outcome	Performance Measure / Indicator	Baseline (latest available baseline information has been used)	Performance Targets				Enhancement in performance
			2006/07	2007/08	2008/09		
					Without Reward	With Reward	
	F.2.d - Increasing the availability of Archaeology guided walks	10 walks 2004/ 2005	16 walks				Funding currently available for year 1 only but feasibility of self financing being explored
F3. To develop an inclusive community which empowers local people to have a greater voice and influence over local decision-making and delivery of services	F.3.a - Percentage of respondents surveyed who feel that they can influence decisions affecting their local area	66% - source 2005 Citizens Panel	This question is repeated every 3 years in WCC Citizens Panel Surveys.	This question is repeated every 3 years in WCC Citizens Panel Surveys.	68%		This question is repeated every 3 years in WCC Citizens Panel Surveys.
	F.3.b - Percentage of Worcestershire County Council employees from BME communities (as a % of total workforce) BVPI17a	2.48%	2.8%	3.0%	3.2%		
	F.3.c - Percentage of respondents surveyed who feel that their local area is a place where people from different backgrounds can get on well together	46% of respondents to 2005 Citizens Panel strongly agreed / agreed with this statement	This question is repeated every 3 years in WCC Citizens Panel Surveys.	This question is repeated every 3 years in WCC Citizens Panel Surveys.	48%		This question is repeated every 3 years in WCC Citizens Panel Surveys.

Outcome	Performance Measure / Indicator	Baseline (latest available baseline information has been used)	Performance Targets				Enhancement in performance
			2006/07	2007/08	2008/09		
					Without Reward	With Reward	
F4. To ensure a well-supported, active voluntary and community sector which encourages volunteering and community involvement	F.4.a - Number of VCS organisations communicated with, engaged and supported – link to Infrastructure Investment plan	1250 organisations and groups communicated with	1250 organisations and groups communicated with, support recorded according to standard definitions	1300 organisations and groups communicated with of which 500 engaged and 200 supported	1350 organisations and groups communicated with of which 500 engaged and 200 supported		Develop and introduce standard definitions of types of support and monitor accordingly
	F.4.b - Number of people engaged in (defined) volunteering activity – linked to Volunteering Strategy	8810 volunteers (based on a survey of 139 VCS groups and organisations)	10855 volunteers (based on a survey of 167 VCS groups and organisations)	15000 volunteers (based on a survey of 300 VCS groups and organisations)	15000 volunteers (based on a survey of 300 VCS groups and organisations)		
	F.4.c - % of residents who affirm that they carried out voluntary work in an organisation once a month or more in the past year		Baseline to be established through Worcestershire Citizens Panel by March 2007	Target to be set	Target to be set		
	F.4.d - Number of VCS groups and organisations affirming growth in activity over the past year in terms of financial turnover and volunteering		Worcestershire Infrastructure Consortium to commission research to establish baseline by March 2007	Target to be set	Target to be set		
	F.4.e – Proportion of services in selected public service areas delivered by VCS organisations on behalf of local authorities		Work to establish baseline to be completed by March 2007	Target to be set	Target to be set		

Outcome	Performance Measure / Indicator	Baseline (latest available baseline information has been used)	Performance Targets				Enhancement in performance
			2006/07	2007/08	2008/09		
					Without Reward	With Reward	
F5. To improve passenger transport, leading to improved accessibility and an increase in passenger numbers*	F.5.a - Bus passenger journeys as reported for BVPI 102 plus other passenger journeys (as per F & F). *	2004/05 13,018,395 passenger journeys (local bus only)	Total 14,017,362 184,536 extra journeys	Total 14,238,803 422,019 extra journeys	Total 13,755,5 93 journeys	Total 14,318,5 38* journeys 562,945 * extra journeys	CHECK ARE THESE FIGURES CUMULATIVE ? 562,945* additional journeys Includes other forms of passenger transport including shared taxi, community transport, where these have been developed to improve the overall transport offer. (See F & F below.)
F6. To improve access to services	F.6.a - Percentage of enquiries dealt with at first point of contact via the Worcestershire Hub	82% (Average for calendar year 2005)	80	85	90		
F7. To reduce income deprivation including child and pensioner poverty	Year 2 outcome – measures and targets to be developed during year 1 of LAA						

Outcome	Performance Measure / Indicator	Baseline (latest available baseline information has been used)	Performance Targets				Enhancement in performance
			2006/07	2007/08	2008/09		
					Without Reward	With Reward	
F8. To reduce the impact of traffic congestion upon Worcestershire*	F.8.a - A reduction in peak time congestion in Stourport-on-Severn *	A.M. peak journey time (Stourport Bridge to Resolution Way) – 10.5 minutes P.M. peak journey time (Resolution Way to Stourport Bridge) – 9.5 minutes	n/a	n/a	A.M. peak – 11 minutes P.M. peak 10 minutes	A.M. peak – 9.5 minutes* P.M. peak – 8.5 minutes*	Reduction in journey time Of 1.5 minutes in A.M. peak* Reduction in journey time Of 1.5 minutes in P.M. peak*
F9. To improve the quality of life for people in the most disadvantaged neighbourhoods (Oldington and Foley Park Ward) and ensure service providers are more responsive to neighbourhood needs and improving their delivery	% of residents reporting an increase in satisfaction with their neighbourhoods (Oldington and Foley Park)	2004 Satisfied 80%		All Super Output Areas (SOA) of ward achieve 80% satisfaction	All SOA achieve 85% satisfaction		

* Targets marked with an asterisk are part of the LAA 'Reward Element'. See Annex A for full specification of indicator, periods of measurement, supporting conditions and miscellanea.

Funding Streams requested (p) = pooled (a) = aligned	Allocation		
	2006/07	2007/08	2008/09
Rural bus subsidy (a)	Negotiations to be completed	Negotiations to be completed	Negotiations to be completed
Kick start/bus challenge project (urban and rural) (a)	80,000	57,000	23,000
Changeup (a)	42,600	Negotiations to be completed	Negotiations to be completed
Rural social and community fund (a)	Negotiations to be completed	Negotiations to be completed	Negotiations to be completed
Community champions fund (a)	Negotiations to be completed	Negotiations to be completed	Negotiations to be completed
Local network fund (a)	Negotiations to be completed	Negotiations to be completed	Negotiations to be completed
Neighbourhood Management	418,000	348,000	522,000

Pathfinder* (Nominally Stronger Safer Communities Fund 2005/6)			
Grants (Advantage West Midlands)	Negotiations to be completed	Negotiations to be completed	Negotiations to be completed

ANNEX A - REWARD ELEMENT CONDITIONS AND MISCELLANEA

A. Communities that are safe and feel safe

A3. To improve the quality of life for the people of South Worcestershire by reducing crime and deliberate fires.

A4. To improve the quality of life for the people of Redditch by reducing crime and deliberate fires.

A5. To improve the quality of life for the people of Wyre Forest by reducing crime and deliberate fires.

A6. To reduce the harm caused by young offenders to the wider community.

B. A better environment – for today and tomorrow

B3. To reduce waste and increase recycling

C. Economic success that is shared by all

C4. To ensure access to economic benefits.

D. Improving health and well-being

D1. To increase life expectancy and reduce morbidity of adults.

D4. To improve the quality of life of older people with a limiting long term illness

E. Meeting the needs of children and young people

E2. To develop inclusive communities by increasing the level of educational attainment.

E4. To improve the life chances of vulnerable children and young people.

E7. To increase life expectancy and reduce morbidity of children.

F. Stronger communities

F5. To improve passenger transport, leading to an increase improved accessibility and an increase in passenger numbers

F8. To reduce the impact of traffic congestion upon Worcestershire

BLOCK A – COMMUNITIES THAT ARE SAFE AND FEEL SAFE

A3: TO IMPROVE THE QUALITY OF LIFE FOR PEOPLE LIVING IN SOUTH WORCESTERSHIRE BY REDUCING CRIME AND DELIBERATE FIRES

PRECISE SPECIFICATION OF INDICATOR:

The indicators apply to South Worcestershire (covering the districts of Malvern Hills, Worcester and Wychavon) only

- o The number of recorded theft from a vehicle offences
- o The number of recorded domestic burglary offences
- o The total number of deliberate primary and secondary fires

SOURCE OF DATA:

Crime – Police crime statistics via iQuanta database

Deliberate fires – Hereford & Worcester Fire Brigade database

CURRENT PERFORMANCE:

The baseline is 2003/04 unless otherwise stated in accordance with PSA 1 for crimes. The baseline of 2004/05 has been used where a specific crime type has no existing PSA 1 agreement in place. The fire element is based upon the same time period, i.e. 2003/04 baseline in accordance with PSA 3.

The indicators apply to South Worcestershire only

The number of recorded theft from a vehicle offences	2,206
The number of recorded domestic burglary offences (2004/05)	1,155
The total number of deliberate primary and secondary fires	1,003

PERFORMANCE AT THE END OF THE LOCAL AREA AGREEMENT:

The enhancement in performance will be measured using 2008/09 outturns

PERFORMANCE EXPECTED WITHOUT REWARD ELEMENT:

The indicators apply to South Worcestershire only

The number of recorded theft from a vehicle offences	1,669
The number of recorded domestic burglary offences	1,083
The total number of deliberate primary and secondary fires	936

PERFORMANCE EXPECTED WITH REWARD ELEMENT:

The indicators apply to South Worcestershire only

The number of recorded theft from a vehicle offences	1,587
The number of recorded domestic burglary offences	865
The total number of deliberate primary and secondary fires	898

ENHANCEMENT IN PERFORMANCE WITH THE REWARD ELEMENT:

The indicators apply to South Worcestershire only

The number of recorded theft from a vehicle offences	82
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The number of recorded domestic burglary offences (2004/05)	218
The total number of deliberate primary and secondary fires	38

ALLOCATION (£) OF PERFORMANCE REWARD GRANT ALLOCATED:

£1,023,859

The PRG is calculated using:

The economic and social costs of crime against individuals and households 2003/04, Online Report 30/05, Research & Data Statistics, Home Office, 2005

The Economic Cost of Fire: estimates for 2003, ODPM, March 2005

SPLIT OF PRG BETWEEN INDICATORS:

The indicators apply to South Worcestershire only	
The number of recorded theft from a vehicle offences	£70,394
The number of recorded domestic burglary offences	£713,305
The total number of deliberate primary and secondary fires	£240,160

CONDITIONS OF GRANT:

To receive the Performance Reward Grant there must be no more than a total of 24,417 recorded British Crime Survey Comparator crimes in Worcestershire in 2008/09.

NOTES ON THE TARGET:

N/A

A4: TO IMPROVE THE QUALITY OF LIFE FOR THE PEOPLE OF REDDITCH BY REDUCING CRIME AND DELIBERATE FIRES

PRECISE SPECIFICATION OF INDICATOR:

The indicators apply to Redditch only

- The number of recorded criminal damage offences
- The number of recorded theft of a vehicle offences
- The number of recorded vehicle interference offences
- The number of recorded domestic burglary offences
- The total number of deliberate primary and secondary fires

SOURCE OF DATA:

Crime – Police crime statistics via iQuanta database

Deliberate fires – Hereford & Worcester Fire Brigade database

CURRENT PERFORMANCE:

The baseline is 2003/04 unless otherwise stated in accordance with PSA 1 for crimes. The baseline of 2004/05 has been used where a specific crime type has no existing PSA 1 agreement in place. The fire element is based upon the same time period, i.e. 2003/04 baseline in accordance with PSA 3.

The indicators apply to Redditch only

The number of recorded criminal damage offences	2,232
The number of recorded theft of a vehicle offences	443
The number of recorded vehicle interference offences	215
The number of recorded domestic burglary offences	427
The total number of deliberate primary and secondary fires	598

PERFORMANCE AT THE END OF THE LOCAL AREA AGREEMENT:

The enhancement in performance will be measured using 2008/09 outturns

PERFORMANCE EXPECTED WITHOUT REWARD ELEMENT:

The indicators apply to Redditch only

The number of recorded criminal damage offences	1,558
The number of recorded theft of a vehicle offences	394
The number of recorded vehicle interference offences	191
The number of recorded domestic burglary offences	400
The total number of deliberate primary and secondary fires	558

PERFORMANCE EXPECTED WITH REWARD ELEMENT:

The indicators apply to Redditch only

The number of recorded criminal damage offences	1,495
The number of recorded theft of a vehicle offences	222
The number of recorded vehicle interference offences	151
The number of recorded domestic burglary offences	342
The total number of deliberate primary and secondary fires	532

ENHANCEMENT IN PERFORMANCE WITH REWARD ELEMENT:

The indicators apply to Redditch only

The number of recorded criminal damage offences	63
The number of recorded theft of a vehicle offences	172
The number of recorded vehicle interference offences	40
The number of recorded domestic burglary offences	58
The total number of deliberate primary and secondary fires	26

AMOUNT (£) OF PERFORMANCE REWARD GRANT ALLOCATED:

£1,141,536

The PRG is calculated using:

The economic and social costs of crime against individuals and households 2003/04, Online Report 30/05, Research & Data Statistics, Home Office, 2005

The Economic Cost of Fire: estimates for 2003, ODPM, March 2005

SPLIT OF PRG BETWEEN INDICATORS:

The indicators apply to Redditch only

The number of recorded criminal damage offences	£54,558
The number of recorded theft of a vehicle offences	£712,714
The number of recorded vehicle interference offences	£20,400
The number of recorded domestic burglary offences	£189,544
The total number of deliberate primary and secondary fires	£164,320

CONDITIONS OF GRANT:

To receive the Performance Reward Grant there must be no more than a total of 24,417 recorded British Crime Survey Comparator crimes in Worcestershire in 2008/09.

NOTES ON THE TARGET:

N/A

A5: TO IMPROVE THE QUALITY OF LIFE FOR THE PEOPLE OF WYRE FOREST BY REDUCING CRIME AND DELIBERATE FIRES

PRECISE SPECIFICATION OF INDICATOR:

The indicators apply to Wyre Forest only

- o The number of recorded criminal damage offences
- o The number of recorded theft of a vehicle offences
- o The number of recorded theft from a vehicle offences
- o The number of recorded domestic burglary offences
- o The number of recorded wounding offences
- o The number of recorded common assault offences
- o The total number of deliberate primary and secondary fires

SOURCE OF DATA:

Crime – Police recorded crime statistics via iQuanta database
Deliberate fires – Hereford & Worcester Fire Brigade database

CURRENT PERFORMANCE:

The baseline is 2003/04 unless otherwise stated in accordance with PSA 1 for crimes.
The baseline of 2004/05 has been used where a specific crime type has no existing PSA 1 agreement in place. The fire element is based upon the same time period, i.e. 2003/04 baseline in accordance with PSA 3.

The indicators apply to Wyre Forest only

The number of recorded criminal damage offences	2,266
The number of recorded theft of a vehicle offences	454
The number of recorded theft from a vehicle offences	864
The number of recorded domestic burglary offences (2004/05)	356
The number of recorded wounding offences	1,081
The number of recorded common assault offences	461
The total number of deliberate primary and secondary fires	538

PERFORMANCE AT THE END OF THE LOCAL AREA AGREEMENT:

The enhancement in performance will be measured using 2008/09 outturns

PERFORMANCE EXPECTED WITHOUT REWARD ELEMENT:

The indicators apply to Wyre Forest only

The number of recorded criminal damage offences	1,795
The number of recorded theft of a vehicle offences	343
The number of recorded theft from a vehicle offences	654
The number of recorded domestic burglary offences	334
The number of recorded wounding offences	843
The number of recorded common assault offences	360
The total number of deliberate primary and secondary fires	502

PERFORMANCE EXPECTED WITH REWARD ELEMENT:

The indicators apply to Wyre Forest only

The number of recorded criminal damage offences	1,756
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The number of recorded theft of a vehicle offences	295
The number of recorded theft from a vehicle offences	618
The number of recorded domestic burglary offences	276
The number of recorded wounding offences	822
The number of recorded common assault offences	184
The total number of deliberate primary and secondary fires	479

ENHANCEMENT IN PERFORMANCE WITH REWARD ELEMENT:

The indicators apply to Wyre Forest only	
The number of recorded criminal damage offences	39
The number of recorded theft of a vehicle offences	48
The number of recorded theft from a vehicle offences	36
The number of recorded domestic burglary offences	57
The number of recorded wounding offences	21
The number of recorded common assault offences	176
The total number of deliberate primary and secondary fires	23

AMOUNT (£) OF PERFORMANCE REWARD GRANT ALLOCATED:

£1,035,710

The PRG is calculated using:

The economic and social costs of crime against individuals and households 2003/04, Online Report 30/05, Research & Data Statistics, Home Office, 2005

The Economic Cost of Fire: estimates for 2003, ODPM, March 2005

SPLIT OF PRG BETWEEN INDICATORS:

The indicators apply to Wyre Forest only	
The number of recorded criminal damage offences	£34,155
The number of recorded theft of a vehicle offences	£200,252
The number of recorded theft from a vehicle offences	£30,628
The number of recorded domestic burglary offences	£186,276
The number of recorded wounding offences	£186,032
The number of recorded common assault offences	£253,007
The total number of deliberate primary and secondary fires	£145,360

CONDITIONS OF GRANT:

To receive the Performance Reward Grant there must be no more than a total of 24,417 recorded British Crime Survey Comparator crimes in Worcestershire in 2008/09.

NOTES ON THE TARGET:

N/A

A6: TO REDUCE THE HARM CAUSED BY YOUNG OFFENDERS TO THE WIDER COMMUNITY

INDICATOR BY WHICH PERFORMANCE WILL BE MEASURED (1 OF 2)

A.6.a: The percentage of young¹ offenders² in cohort (i) 2005³ and cohort (ii) 2006³ who re-offend⁴ within 24 months⁵

CURRENT PERFORMANCE (BASELINE)

52.5% = the percentage of young offenders who received a substantive outcome between 1 October and 31st December 2002 and who re-offended within 24 months

PERFORMANCE AT THE END OF THE PERIOD OF THE LOCAL AREA AGREEMENT

Performance for the reward element will be measured over the following periods:

- (i) Cohort 1 - 24 months tracked forward from and including the date of the substantive outcome which qualified the young person for 2005 cohort (reporting on in 2007/08)
- (ii) Cohort 2 - 24 months tracked forward from and including the date of the substantive outcome which qualified the young person for 2006 cohort (reporting on in 2008/09)

PERFORMANCE TARGET WITHOUT THE REWARD ELEMENT

- (i) 49.8%
- (ii) 47.3%

PERFORMANCE TARGET WITH THE REWARD ELEMENT

- (i) 48.4%
- (ii) 45%

ENHANCEMENT IN PERFORMANCE

- (i) A reduction of 1.4% percentage points in those offending in the 2005 cohort.
- (ii) A reduction of 2.3% percentage points in those offending in the 2006 cohort.

See notes on page 3 for clarification of calculations.

AMOUNT (£) OF PERFORMANCE REWARD GRANT ALLOCATED

The amount of PRG allocated to A.6.a is £900,000.

SPLIT OF PRG BETWEEN INDICATORS

Indicator A.6.a receives 90% of the reward grant which is split as follows:

Indicator A.6.a - cohort 1 – receives 40% of the performance reward grant.
Indicator A.6.a - cohort 2 – receives 50% of the performance reward grant.

NOTES

¹“Young” means aged 10-17 years on the date of the guilty plea.

²“Offenders” means a person receiving a substantive outcome, a reprimand, final warning or court disposal

³The indicators will be based on a complete count of young offenders who receive a substantive outcome between 1st October and 31st December in the years specified. The numerator is the number of young offenders in the year specified who re-offend within 24 months. The denominator is the number of young people who receive a reprimand/final warning, first tier penalty, community penalty or are released from a custodial sentence between 1 October and 31 December in the year specified.

⁴“Re-offend” means commit another offence which receives a substantive outcome during the monitoring period.

⁵24 months means the 730 (731) days tracked forward from and including the date of the substantive outcome which qualified a young person for the cohort.

INDICATOR BY WHICH PERFORMANCE WILL BE MEASURED (2 OF 2)

A.6.b. The number of young people aged over 16 years old and supervised by the Youth Offending Team in Worcestershire during 2005 who are in full time education, training or employment expressed as a percentage of all young people supervised by the YOT in Worcestershire in that year.

CURRENT PERFORMANCE (1ST JANUARY TO 31ST DECEMBER 2005)

62%

PERFORMANCE AT THE END OF THE PERIOD OF THE LOCAL AREA AGREEMENT

This will be measured at the end of December 2008 and will be for the previous 12 months commencing 1st January 2008.

PERFORMANCE EXPECTED WITHOUT THE REWARD ELEMENT

90%

PERFORMANCE TARGET WITH THE REWARD ELEMENT

93%

ENHANCEMENT IN PERFORMANCE WITH THE REWARD ELEMENT

3%

AMOUNT (£) OF PERFORMANCE REWARD GRANT ALLOCATED:

The amount of PRG allocated to A.6.b is £100,000.

SPLIT OF PRG BETWEEN INDICATORS:

Indicator A.6.b receives 10% of the performance reward grant.

NOTES

This indicator will be based upon a complete count of the number of young people aged 16 plus with final warnings supported by an intervention, reparation orders, relevant community penalties, community elements of custodial sentence closing within the period 1st January – 31st December 2008.

YOTs should aim to ensure that young people receive 25 hours ETE per week. However, for the purposes of this measure, the 25-hour requirement should be calculated at the end of the disposal, i.e. whether in the last full working week of the disposal the young person was receiving 25 hours ETE. Worcestershire YOT must keep a record of this verification check for audit purposes.

Where a disposal has closed during a holiday period the 25 hour a week ETE requirement should be counted, where it was received, on the last full working week before the young person went on holiday. This rule applies where a young person is on a school holiday or work vacation.

YJB published counting rules for 2005-06 will apply to this target.

BLOCK B: A BETTER ENVIRONMENT - FOR TODAY AND TOMORROW

B3: TO REDUCE WASTE AND INCREASE RECYCLING

PRECISE SPECIFICATION OF INDICATOR

The percentage of non-biodegradable household waste arisings which have been sent by the Authority for recycling*

SOURCE OF DATA

Municipal Waste Data / WasteDataFlow to be used to determine the non-biodegradable baseline and performance measure.

CURRENT PERFORMANCE

6.85% (2004/05)

PERFORMANCE AT THE END OF THE PERIOD OF THE LOCAL AREA AGREEMENT

Performance will be measured in the year 01-Apr-08 to 31-Mar-09

PERFORMANCE EXPECTED WITHOUT THE REWARD ELEMENT

7.72% (2008/2009)

PERFORMANCE EXPECTED WITH THE REWARD ELEMENT

9.72%

ENHANCEMENT IN PERFORMANCE WITH THE REWARD ELEMENT

An increase in the recycling of non-biodegradable household waste of two percentage points

ALLOCATION (£) OF PERFORMANCE REWARD GRANT ALLOCATED

£1,000,000.

NOTES ON THE TARGET

The target will be measured using the non-biodegradable element of BVPI 82a – the percentage of household waste arisings that have been sent by the Authority for recycling as specified in the audit commission guidance document 2005/06, Best Value Performance Indicators 2005/06.

Non-biodegradable household waste being defined according to 'Table 1 The percentage biodegradability of separated fractions of MSW, on p8 of, Guidance on the Landfill Allowance Schemes: Municipal Waste, September 2005'.

BLOCK C - ECONOMIC SUCCESS THAT IS SHARED BY ALL

C4 - ENSURING ACCESS TO ECONOMIC BENEFITS

INDICATOR BY WHICH PERFORMANCE WILL BE MEASURED

1) Number of jobless lone parents * helped by Worcestershire Partnership Economy and Transport Theme Group ***into work for a sustained period of at least 16 hours per week for 13 consecutive weeks or more.

2) Number of people on an incapacity benefit** for 8 months helped by Worcestershire Partnership Economy and Transport Theme Group ***into work for a sustained period of at least 16 hours per week for 13 consecutive weeks or more.

*Jobless lone parents - people that are aged 16 or over, have a dependent child under 16 and are not working or working less than 16 hours per week. People helped under this target must be in addition to the numbers that would be helped into sustained employment by Jobcentre Plus in the normal course of events.

** People in receipt of Incapacity Benefit, Severe Disablement Allowance, Income Support on the basis of incapacity, and National Insurance Credits only, on the basis of incapacity. People helped under this target must be in addition to the numbers that would be helped into sustained employment by Jobcentre Plus in the normal course of events.

*** Acting under the strategic direction of Worcestershire Partnership Economy and Transport Theme Group; the outcomes will be delivered by the following partners: Partners for Social Enterprise; Community First; Worcestershire County Council; Worcestershire District Councils; Business Link****, Herefordshire and Worcestershire Chamber of Commerce; Learning and Skills Council****; the Princes Trust; and Worcestershire PCT's****;

**** Subject to organisational changes.

CURRENT PERFORMANCE

- 1) 0
- 2) 0

PERFORMANCE AT THE END OF THE PERIOD OF THE LOCAL AREA AGREEMENT

1 April 2006 to 31 March 2009 – cumulative (see note 1)

PERFORMANCE EXPECTED WITHOUT THE REWARD ELEMENT

- 1) 0
- 2) 0

PERFORMANCE TARGET WITH THE REWARD ELEMENT

- 1) 92
- 2) 90

ENHANCEMENT IN PERFORMANCE WITH THE REWARD ELEMENT

- 1) 92
- 2) 90

ALLOCATION OF PERFORMANCE REWARD GRANT

£1,050,907

- 1) 40%
- 2) 60%

NOTES

- 1. People starting work on or before 31/3/2009 can be counted toward achievement for 13 weeks after 31/3/2009.

BLOCK D: IMPROVING HEALTH AND WELL BEING

D1: TO INCREASE LIFE EXPECTANCY AND REDUCE MORBIDITY OF ADULTS

PRECISE SPECIFICATION OF INDICATOR

D.1.a – Increase the number of smokers setting a quit date and successfully quitting at 4 weeks

D.1.b - Number of adults attending 26-week weight management programme via GP referral that meets referral criteria.

D.1.c Of these adults the number achieving a 5% weight reduction

D.1.d Of these adults the number achieving a 10% weight reduction

SOURCE OF DATA:

Information from Strategic Health Authority

CURRENT PERFORMANCE

The baseline is 2004/2005

D.1.a 2,610

D.1.b 30

D.1.c 8

D.1.d 3

PERFORMANCE AT THE END OF THE PERIOD OF THE LOCAL AREA AGREEMENT

The period of target is from April 2006 until Year Ending 31 March 2009, in all performance target areas.

D.1.b.c.d Performance is reported as annual total, accessing services. Weight loss is a subset of those totals.

PERFORMANCE EXPECTED WITHOUT THE REWARD ELEMENT

D.1.a - 2,646

D.1.b - 50

D.1.c - 13

D.1.d - 5

PERFORMANCE TARGET WITH THE REWARD ELEMENT

D.1.a - 2,779

D.1.b - 750

D.1.c - 264

D.1.d - 72

ENHANCEMENT IN PERFORMANCE WITH THE REWARD ELEMENT

D.1.a - Performance is an annual enhancement of quitter as a rate, with an overall target of 0.5% reduction in prevalence over the three-year period. The enhancement in numbers is 133 over the three years.

D.1.b - 700 additional patients accessing services. Weight loss is a subset of those totals.

D.1.c - 251 of those 700 will have lost 5% of their starting body weight

D.1.d - 67 of those 700 will have lost 10% of their starting body weight

This gives a total over three years of 318 losing 5% or more.

ALLOCATION OF PERFORMANCE REWARD GRANT

Reward Grant to be finalised

SPLIT OF PRG BETWEEN INDICATORS:

The PRG will be split across the target areas relating to D1.

CONDITIONS OF GRANT:

Although the smoking target refers to targeting specific groups which will include families and manual worker, the open access to smoking cessation services will not be jeopardised.

NOTES ON THE TARGET:

It is assumed using economical evaluation that savings to the economy are in the region of -

D1.a £700,000

D1.b, c, d £604,200

To count in these targets, a person must be registered with a GP in the South Worcestershire, Redditch and Bromsgrove or Wyre Forest PCT areas.

NUMBERS BEING RE-WORKED

D4: TO IMPROVE THE QUALITY OF LIFE OF OLDER PEOPLE WITH A LIMITING LONG TERM ILLNESS

PRECISE SPECIFICATION OF INDICATOR

D.4.a Number of emergency unscheduled acute hospital bed days (defined in the Department of Health guidance for Local Delivery Plans 2005-2008) occupied by a person aged 75 or more in NHS hospitals in Worcestershire.

SOURCE OF DATA

Hospital Episode Statistics (HES)

CURRENT PERFORMANCE

Baseline is the SHA validated figure of 154,731 emergency unscheduled acute hospital bed days, which is the cumulative figure for the financial year 2003/2004.

PERFORMANCE AT THE END OF THE PERIOD OF THE LOCAL AREA AGREEMENT

Period of measurement is 1st April 2006 to 31st March 2009

PERFORMANCE EXPECTED WITHOUT THE REWARD ELEMENT

146,994 bed days (5% reduction)

7,737 fewer bed days

PERFORMANCE TARGET WITH THE REWARD ELEMENT

143,127 bed days (7.5% reduction)

11,604 fewer bed days

ENHANCEMENT IN PERFORMANCE WITH THE REWARD ELEMENT

3,867 fewer bed days (2.5% further reduction)

ALLOCATION OF PERFORMANCE REWARD GRANT

A performance reward grant of £1,020,581.25 has been agreed and applies specifically to target D4.a.

CONDITIONS OF GRANT

No additional conditions.

NOTES ON THE TARGET

The target is based on the in-year bed-days of Finished Consultant Episodes (FCEs) where the admission method is reported as emergency (HES field admimeth, codes 21, 22, 23, 24, 28) and where in-year bed days are defined as the difference between the date at the end of the episode and the date at the start of the episode, or 1st April of the data year (whichever is later). Data is on a commissioner basis.

Exclusions

The target excludes emergency bed-days with the following primary diagnosis and external cause codes:

Primary diagnosis codes

A00-B99, relating to infectious and viral diseases.

External cause codes

V01-V99, relating to vehicular accidents

To count in this target, a person aged 75 or more must be registered with a GP in the South Worcestershire, Redditch and Bromsgrove or Wyre Forest PCT areas.

BLOCK E: CHILDREN AND YOUNG PEOPLE

E2: TO DEVELOP INCLUSIVE COMMUNITIES BY INCREASING THE LEVEL OF EDUCATIONAL ATTAINMENT

To improve the life chances of young people by identifying and addressing under-achievement at Key Stage 4 among significant groups, identifying and disseminating good practice.

INDICATOR BY WHICH PERFORMANCE WILL BE MEASURED

E.2. Percentage of students obtaining 5 or more GCSE grades A*-C including English and mathematics.

SOURCE OF DATA

School and LA performance data produced annually by the National Council for Education Results; FFT contextual value added analyses and performance estimates.

CURRENT PERFORMANCE

The percentage of pupils achieving 5+GCSE grades A*-C including English and mathematics in 2005 was 44.3% (or 44.5% including functional English and mathematics).

PERFORMANCE AT THE END OF THE PERIOD OF THE LOCAL AREA AGREEMENT (2008)

Academic years 2005/6 through to 2007/8

PERFORMANCE EXPECTED WITHOUT THE REWARD ELEMENT (taken from Fischer Family Trust tables)

	Summer 2008
%5+A*-C inc En/Ma without stretch	51%

PERFORMANCE TARGET WITH THE REWARD ELEMENT (taken from Fischer Family Trust tables)

	Summer 2008
%5+A*-C inc En/Ma with stretch	55%

ENHANCEMENT IN PERFORMANCE WITH THE REWARD ELEMENT

The % of pupils gaining 5+ GCSE A*-C grades, including English and mathematics, is targeted to improve to 51%, enhanced to 55% with a stretch of 4 %.

ALLOCATION OF PERFORMANCE REWARD GRANT

£1,800,000

TARGET E4: TO IMPROVE THE LIFE CHANCES OF VULNERABLE CHILDREN AND YOUNG PEOPLE

INDICATOR BY WHICH PERFORMANCE WILL BE MEASURED

E.4.a - Increase attendance in Worcestershire's Primary Schools by reducing % of half days missed / total absence by pupils

E.4.b - Increase attendance in Worcestershire's Secondary Schools by reducing % of half days missed / total absence by pupils

SOURCE OF DATA

Data comes from BVPI 46 - % absence per head of population, individual school attendance returns, DfES attendance data collection group.

Number of half days (sessions) missed due to total absence (that is authorised and unauthorised absences) in primary schools and middle deemed primary schools and secondary schools as a percentage of all sessions reported in the Annual School Performance Absence Return. Excludes Special Schools.

The formula is

$$N = (a/b) \times 100$$

Where: -

a = Number of half days missed due to total absence

b = Number of sessions reported in the Annual School Performance Absence return

CURRENT PERFORMANCE

Academic Year 2004/05 to May half term

BVPI- outturn	2004/2005 academic year to May half term
% of half days missed / total absence by pupils in Worcestershire primary schools	5.03
% of half days missed / total absence by pupils in Worcestershire secondary schools	7.03

PERFORMANCE AT THE END OF THE PERIOD OF THE LOCAL AREA AGREEMENT

The measurement period is academic year up to half term at the end of May.

PERFORMANCE EXPECTED WITHOUT THE REWARD ELEMENT

BVPI Target Academic year to May half term	2007/2008 academic year to May half term
% of half days missed / total absence by pupils in Worcestershire primary schools	4.70
% of half days missed / total absence by pupils in Worcestershire secondary schools	6.72

PERFORMANCE TARGET WITH THE REWARD ELEMENT

Enhanced Target Academic year to May half term	2007/2008 academic year to May half term
% of half days missed / total absence by pupils in Worcestershire primary schools	4.25
% of half days missed / total absence by pupils in Worcestershire secondary schools	6.27

ENHANCEMENT IN PERFORMANCE WITH THE REWARD ELEMENT

Stretch due to LAA	2007/2008
% of half days missed / total absence by pupils in Worcestershire primary schools	0.45
% of half days missed / total absence by pupils in Worcestershire secondary schools	0.45

ALLOCATION OF PERFORMANCE REWARD GRANT

£1,051,177

(iii) 40%

(iv) 60%

NOTES

'Primary schools' includes Middle deemed Primary and excludes Special Schools.

'Secondary Schools' includes Middle deemed Secondary and excludes Special Schools.

PRIORITY E7 – TO IMPROVE THE LIFE EXPECTANCY AND REDUCE MORBIDITY OF CHILDREN

Reducing the prevalence of childhood obesity and increasing physical exercise.

INDICATORS BY WHICH PERFORMANCE WILL BE MEASURED

E.7.a. The percentage of children attending Worcestershire schools in Year 6 (aged 10 and 11) who are classified as obese*

E.7.b. The percentage of children attending Worcestershire schools in Year 6 (aged 10 and 11) who are classified as overweight**

E.7.c. The percentage of 5-16 year olds in Worcestershire primary, middle and secondary schools participating in a minimum of 2 hours per week of high quality PE and school sports over the course of a school year.

CURRENT PERFORMANCE***

- a. 15.05% (Academic year 05/06)
- b. 14.45% (Academic year 05/06)
- c. 80% (Academic year 04/05)****

PERFORMANCE AT THE END OF THE PERIOD OF THE LOCAL AREA AGREEMENT

- a. Measured over academic year 2008/9, in July 2009
- b. Measured over academic year 2008/9, in July 2009
- c. Measured over academic year 2007/8, in July 2008

PERFORMANCE EXPECTED WITHOUT LOCAL PSA

- a. 16.4%
- b. 14.9%
- c. 85%

PERFORMANCE EXPECTED WITH LOCAL PSA

- a. 15.95%
- b. 14.75%
- c. 88% *****

ENHANCEMENT IN PERFORMANCE WITH THE LOCAL PSA

- a. 0.45%
- b. 0.15%
- c. 3%

AMOUNT OF PERFORMANCE GRANT ALLOCATED

- a. £475,000
- b. £76,000
- c. £300,000

NOTES

* 'Obese' is defined in this target as Body Mass Index above the 95th percentile of the 1990 UK reference data- data from Health of Children and Young People 2002

** 'Overweight' is defined in this target as Body Mass Index above the 85th percentile but below the 95th percentile of the 1990 UK reference data- data from Health of Children and Young People 202.

*** The current baseline of overweight and obesity is taken from the Health Survey for England 2003. This report specifically targeted health and lifestyles of children, and included data collection on obesity for 2001 and 2002 plus a booster sample. This data is statistically significant and therefore is a reliable source for aggregating local data. The report also highlighted the trend in overweight and obesity, demonstrating that the years 1995 – 2003 there had been a combined rise from 22.7 in 1995 to 27.7 in 2003. This demonstrates a 0.45% rate of increase per year for obesity (rounded down from 0.475) and 0.15% per year for overweight, hence the baselines in 05/06 of 15.05% and 14.45% respectively.

**** Schools Sports Partnerships (Wyre Forest, Redditch, Droitwich/Worcester City, Malvern, Evesham/Pershore)

***** Measurement of indicator E7c as defined in DfES PESSCL guidance

BLOCK F: STRONGER COMMUNITIES

F5: TO IMPROVE PASSENGER TRANSPORT, LEADING TO IMPROVED ACCESSIBILITY AND AN INCREASE IN PASSENGER NUMBERS.

INDICATOR BY WHICH PERFORMANCE WILL BE MEASURED

Bus passenger journeys as reported for BVPI 102 plus ability to count other forms of transport (such as shared taxis, community car clubs) in passenger journeys if these form part of transport strategy to increase access and availability of services to serve more areas. This is subject to forms of transport which are not covered by BV102 being measured robustly and consistently by Worcestershire County Council over the period of the LAA

Current data source: bus operators

Future data sources: all passenger transport operators

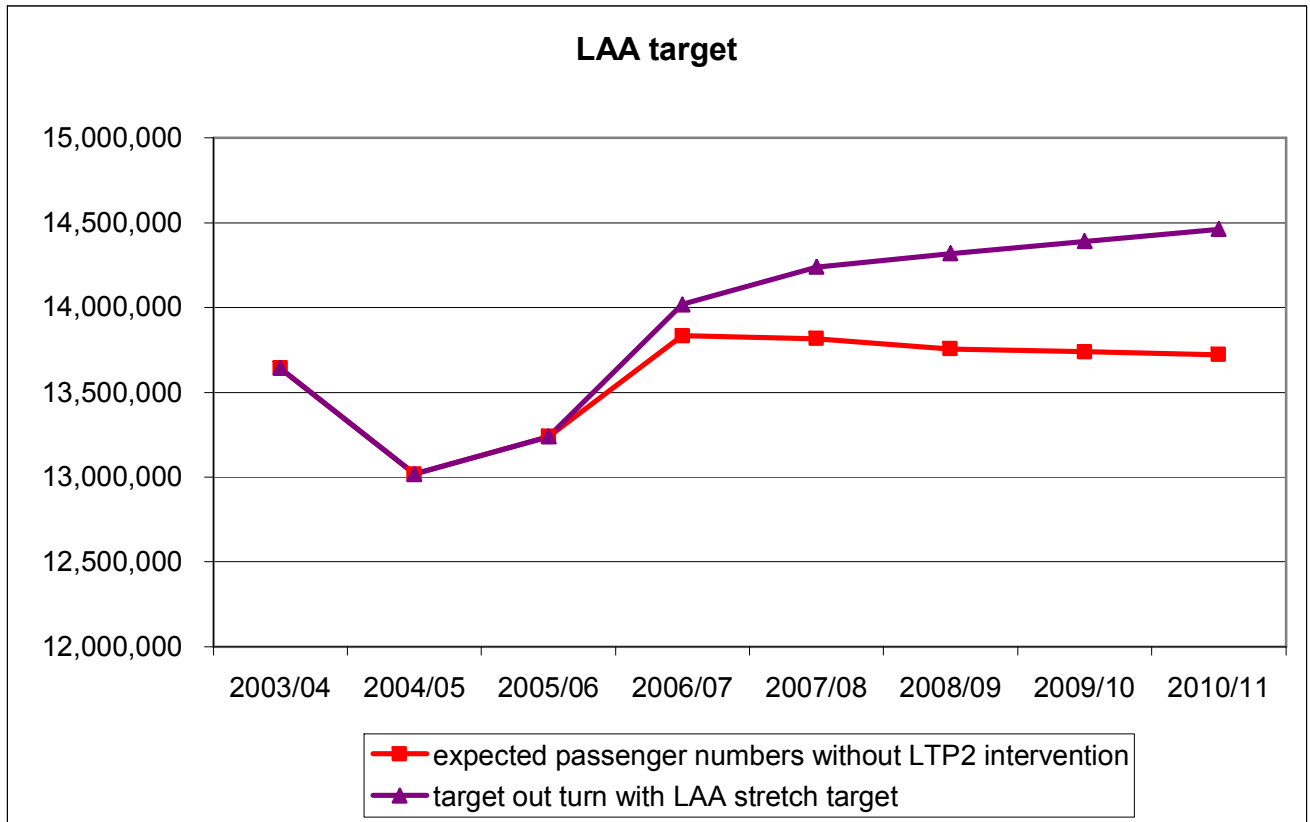
CURRENT PERFORMANCE

Baseline:

2004/05

13,018,395 passenger journeys (local bus only)

PERFORMANCE AT THE END OF THE PERIOD OF THE LOCAL AREA AGREEMENT



PERFORMANCE EXPECTED WITHOUT THE REWARD ELEMENT

2006/07 13,832,826 journeys	2007/08 13,816,784 journeys	2008/09 13,755,593 journeys
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PERFORMANCE TARGET WITH THE REWARD ELEMENT

2006/07 14,017,362 journeys	2007/08 14,238,803 journeys	2008/09 14,318,538 journeys
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ENHANCEMENT IN PERFORMANCE WITH THE REWARD ELEMENT

2006/07 184,536 extra journeys	2007/08 422,019 extra journeys	2008/09 562,945 extra journeys
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ALLOCATION OF PERFORMANCE REWARD GRANT

£100,000 – indicative figure - tbc

NOTES

Bus passenger journeys as reported for BVPI 102 plus ability to count other forms of transport (such as shared taxis, community car clubs) in passenger journeys if these form part of transport strategy to increase access and availability of services to serve more areas. This is subject to forms of transport which are not covered by BV102 being

measured robustly and consistently by Worcestershire County Council over the period of the LAA

F8: REDUCE THE IMPACT OF TRAFFIC CONGESTION ON WORCESTERSHIRE

PRECISE SPECIFICATION OF INDICATOR

Average a.m. peak period journey time Stourport Bridge – Resolution Way and average p.m. peak period journey time Resolution Way – Stourport Bridge

SOURCE OF DATA

Local Transport Plan monitoring

CURRENT PERFORMANCE

a.m. peak journey time (Stourport Bridge to Resolution Way) – 10.5 minutes
p.m. peak journey time (Resolution Way to Stourport Bridge) – 9.5 minutes

PERFORMANCE AT THE END OF THE PERIOD OF THE LOCAL AREA AGREEMENT

Baseline information gathered in November 2005 (average of 6 survey runs). Stretch target monitoring will take place in November 2008 to ensure direct comparison is possible.

PERFORMANCE EXPECTED WITHOUT THE REWARD ELEMENT

A.M. peak – 11 minutes

P.M. peak 10 minutes

PERFORMANCE TARGET WITH THE REWARD ELEMENT

A.M. peak – 9.5 minutes

P.M. peak – 8.5 minutes

ENHANCEMENT IN PERFORMANCE WITH THE REWARD ELEMENT

Reduction in journey time of 1.5 minutes in a.m. peak
Reduction in journey time of 1.5 minutes in p.m. peak

ALLOCATION OF PERFORMANCE REWARD GRANT

Reward Grant figure of £271,082 for achieving the targets set.

This is to be split 50/50 between the a.m. and the p.m. peak targets (based on the relative peak hour traffic volumes for the two routes through the town centre – these are almost identical, the forecast journey time savings will be equally effective). This means that if only the a.m. peak target is achieved, then 50% of the Reward Grant will be payable. If both a.m. and p.m. peak targets are achieved, then 100% of the Reward Grant will be payable.

NOTES

Baseline identified for both indicators using journey time surveys at appropriate times of day with off-peak surveys completed to provide “free-flow” comparison.

Funding is not available for major improvements to Stourport’s road network to tackle congestion. Reward grant will enable minor measures and personal travel planning to reduce local journeys and relieve congestion with a saving on journey time of 1.5 minutes per vehicle when compared to the baseline adjusted to allow for increasing traffic during 2006-09.

Stourport – targets have been set using estimate of impact of background traffic growth from town centre development (target without reward grant), offset against the impact that minor improvements could have in terms of traffic reduction and therefore journey time improvements (stretch target)

ANNEX B - SUMMARY OF FREEDOMS AND FLEXIBILITIES REQUESTED FOR YEAR ONE OF LAA

FREEDOM AND FLEXIBILITY REQUIRED	STATUS
BLOCK A – COMMUNITIES THAT ARE SAFE AND FEEL SAFE	
All outcomes 1. Underspend from 2005/6 SSCF carried over into 06/07 and will remain with each individual CDRP to enhance local delivery against LAA targets	GOWM decision awaited
2. The reward grant element of outcomes 4,5 & 6 (quality of life) will retain a baseline of 2003 /04 and no requirement to set target for 06/07	Agreed
Block B – A BETTER ENVIRONMENT FOR TODAY AND TOMORROW	
Outcome B.2.a & B.2.b 1. Warm Front Grant allocated to Local Authorities to administer	Denied
2. Warm Front to be used for heating only	Denied
3. Development of EEC2 Criteria for Insulation	Denied
Outcome B.4.a 1. Access to DEFRA / Natural England Funding to achieve county wide coverage of natural environment data	Denied
2. Access to HLF funding to support the establishment phase of Worcestershire Biological Records Centre.	Denied
Block C – ECONOMIC SUCCESS TO BE SHARED BY ALL	
Outcome C3 a & b 1. To allow unemployed individuals in receipt of JSA to undertake training in excess of 16 hours and continue to receive benefits, within sectors/occupational areas where there is clear evidence that skills shortages are having a negative impact on economic growth and where this would contribute to delivery of Worcestershire’s Economic Strategy	GOWM decision awaited
Block D – IMPROVING HEALTH AND WELL BEING	
Outcome D3 & D4 1. 3 year budgets with freedom to carry forward at year end and “borrow” from future years	Denied
Outcome D4 2. To take demographic factors into account when setting the target for reduced emergency day beds	GOWM decision awaited
Outcome D4 and D5 3. Should an influenza pandemic occur within the lifetime of the LAA, to be able to adjust targets to reflect this	Withdrawn by mutual consent

Block E – MEETING THE NEEDS OF CHILDREN AND YOUNG PEOPLE	
Outcome E.3.a & E.3.c	GOWM decision awaited
1. Flexibility for 10% of entrants to pursue NVQ programmes only (as opposed to full frameworks)	GOWM decision awaited
2. Flexibility for 5% of entrants to pursue unit accredited programmes	GOWM decision awaited
3. Freedom to defer outcomes for some E2E entrants e.g. pregnant teenagers	GOWM decision awaited
Block F – STRONGER COMMUNITIES	
Outcome F5	Agreed
1. Ability to count other forms of transport (such as shared taxis, community car clubs) in passenger journeys if these form part of transport strategy to increase access and availability of services to serve more areas. This is subject to forms of transport which are not covered by BV102 being measured robustly and consistently by Worcestershire County Council over the period of the LAA	Agreed
2. Ability to renegotiate target if major commercial withdrawal of services by operators, leading to a total reduction in availability of services	Withdrawn by mutual agreement
3. Ability to accumulate numbers each year. For instance, if we achieved over the target in year one, this should count towards the target for year 2. Similarly if we under achieved in year one, then we should be able to put forward a plan to retrieve the situation in years two and three.	Agreed
4. Ability to provide public bus or other local transport services outside current Transport Act guidance	Withdrawn by mutual agreement
Total - 18	

ANNEX C - ENGAGEMENT IN SHAPING WORCESTERSHIRE'S LAA INCLUDING THE VOLUNTARY AND COMMUNITY SECTOR

Consultation and Engagement in Shaping Worcestershire's LAA

Worcestershire Partnership is committed to the fullest involvement of key stakeholders in shaping and delivering the Worcestershire LAA and a range of activities has been put in place to deliver this. Key points of activity have been:

- At this year's Worcestershire Assembly (July 2005), which is the wider reference group for the Worcestershire Partnership, over 200 stakeholders from across the county received presentations from the partnership and GO-WM outlining the key stages of the LAA. In addition, over 60 people attended LAA workshops giving an opportunity to highlight concerns and influence the development of the LAA.
- Briefings have been produced regularly and distributed widely to the Worcestershire Partnership Board, Engaging Worcestershire Steering Group (voluntary and community sector), Worcestershire Partnership theme groups, district local strategic partnerships, Worcestershire County Council departmental management teams, all county councillors and other interested parties. All are available at www.worcestershirepartnership.org.uk/welcome/LAAs.asp
- Presentations were given to the Board of the Worcestershire Partnership on 8 April 2005, 1 July 2005, 10 October 2005 and 18 January 2006.
- Articles have been produced internally for Worcestershire County Council staff publications and in the Winter 2005 and Spring 2006 Worcestershire Partnership newsletter which is distributed to all partners as well as libraries, council contact points, local press, town and parish councils and voluntary and community sector organisations.
- A governance workshop was held on 9 September to which Partnership Board members and other partners, such as theme groups leads, were invited to discuss the restructuring of the Worcestershire Partnership, partly in line with delivering the LAA.
- Presentations were given to district local strategic partnerships and district council management boards.
- Theme group events were held to debate the priorities and proposed outcomes, including:
 - Safer and Stronger Communities event held on 7 June 2005
 - Healthy Communities events held on 21 July and 14 October 2005
 - Culture Theme Group meeting on 29 September 2005
 - Economy and Transport event on 3 October 2005
 - Housing event held on 31 October 2005
 - The Children and Young People's Strategic Partnership held a prioritisation exercise to feed into LAA outcomes.
- The revised governance structure for the Worcestershire Partnership (and hence the LAA) was discussed and approved at the Partnership Board on the 10 October.
- A long list of outcomes was drawn up based on an audit of existing county and district community strategies (which are the result of extensive public consultation) and other relevant plans, and with input from partners.
- The process for refining the long list into a short list of outcomes involved over 60 stakeholders from key agencies and partnerships attending a workshop run by the IDeA (Improvement and Development Agency) on 21 October 2005.
- Workshop with the voluntary and community sector on 10 November to ensure they are engaged with the development and implementation of the LAA.

- Workshop to consider councillor involvement in the LAA held on 2 December.
- The formation of the Worcestershire Partnership Management Group, in part to oversee the development and delivery of the LAA. The group considered progress at their meetings on 9 November, 21 December 2005 and 24 January 2006.
- Wide consultation exercises on the first and second drafts of the LAA undertaken with Worcestershire Partnership Board (on behalf of their organisations), district councils, Engaging Worcestershire Steering Group (voluntary and community sector), Worcestershire Partnership theme groups, district local strategic partnerships, Worcestershire County Council departmental management teams and all county councillors.
- Meetings between Government Office and LAA block leads held on 15 November and 6 January 2006 to discuss direction of agreement, progress on reward targets and identify areas of concern.
- Funding workshop held on 13 January 2006 to agree funding arrangements and pooled and aligned funding to deliver outcomes.

Engaging with the Voluntary and Community Sector (VCS)

The Voluntary and Community Sector are a vital part of the Worcestershire Partnership. Four representatives from the voluntary and community sector sit on the Worcestershire Partnership Board and the Management Group membership includes a voluntary and community sector “voice”. A number of the partnership’s theme groups have VCS representation and the sector is also effectively engaged in district Local Strategic Partnerships (LSPs) and their theme groups.

The Engaging Worcestershire Steering Group is a task group of the partnership and is responsible for the development of the Worcestershire Compact on behalf of the Partnership. The Worcestershire Compact is being developed in line with national best practice. A number of events have been held for VCS and public / private sector partners in order to promote active engagement. Worcestershire’s inclusive and outcome focused approach is being highlighted by the NACVS as an example of good practice. Partners are currently in the process of considering the potential impact of the principles in the Compact, with a forward agreement to be signed in April 2006.

This Engaging Worcestershire Steering Group is also responsible for two-way feedback from and to the Worcestershire Infrastructure Consortium, which has been established to engage with and deliver the Government’s Change UP agenda to support the infrastructure organisations in the VCS within the County.

Part of the ODPM capacity building funding awarded to the partnership is dedicated to a “Stepping Stones” project, looking at the engagement of the sector within Bromsgrove LSP. The lessons from this project will be shared with all of the LSPs in Worcestershire and will strengthen this relationship countywide.

The voluntary and community sector in Worcestershire have been invited to be involved at all stages of developing the LAA. Specific work has also been done to engage the sector, including a targeted seminar held in November 2005. Effective communication was the key factor highlighted at the seminar as a means of ensuring the engagement and involvement of the VCS. This is being addressed through our partner briefings and other involvement mechanisms.

Work is underway through the Worcestershire Partnership to establish a VCS ‘reference group’ to enable more effective and efficient communication to and from the wider sector.

This group will comprise of 'voices' from a wide range of service and support organisations throughout the VCS, reflecting communities of interest, size of organisation and geography. These 'voices' will have clear roles and responsibilities to ensure two-way feedback on the LAA process, and other issues relating to the Worcestershire Partnership and the VCS in the county.

The capacity of the VCS to engage in LAA is recognised as a key issue. Worcestershire Voluntary Sector Infrastructure Consortium is, through the Change Up Investment Plan, working to build capacity in the voluntary and community sector. The Consortium identified the outcome of "to ensure a well-supported, active voluntary and community sector which encourages volunteering and community involvement." Measures associated with this outcome have been identified in the Stronger Communities block of Worcestershire's LAA.

In Year 1 of the LAA further work will take place to commission research to build on a baseline report developed in 2000 which will identify the value to the local economy and community of the voluntary sector, and will help to quantify the added value of the voluntary sector. This research will provide the baseline for information for measure F.4.d (number of VCS groups and organisations affirming growth in activity over the past year in terms of financial turnover and volunteering) which will be included in Year 2 and beyond of the agreement. The work will be developed in partnership with the Worcestershire Infrastructure Consortium.

It is also recognised that the VCS has a key role to play in the delivery of other outcomes within the LAA. The Local Authorities will undertake research to develop clear baseline data and targets for measure F4e 'Proportion of services in selected public service areas delivered by VCS organisations on behalf of the local authority'. This work will be done in partnership with the VCS.

The sector will contribute to the LAA through the thematic blocks in the same way as other partner organisations. This will be clearly expressed as theme groups develop their specific action plans for LAA development and implementation.

ANNEX D - CONTACTS FOR WORCESTERSHIRE'S LAA

To discuss the content of this LAA please contact:

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Sadams3@worcestershire.gov.uk

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All c/o
County Hall
Spetchley Road
Worcester
WR5 2NP

WORCESTERSHIRE PARTNERSHIP BOARD

4th April 2006

Worcestershire's Local Area Agreement (LAA) - Evaluation

Purpose of Report

To provide the Board with an evaluation of Worcestershire's Local Area Agreement (LAA) process to date.

Background

The LAA Project Team led the development of Worcestershire's LAA. The team comprised:

- Colin Savage – Programme Manager
- Diane Tilley – Worcestershire County Council
- Patrick Clark – Worcestershire Partnership (governance lead)
- Tony Dipple – Worcestershire County Council (funding lead)
- Cherrie Mansfield – Wychavon District Council (outcomes lead)
- Leigh Marchant – Worcestershire Partnership (communications lead)
- David Onions – Worcestershire County Council (performance management lead)
- Margaret Reilly – Worcestershire County Council (drafting lead)

The Project Team has carried out an evaluation of the strengths and weaknesses of Worcestershire's approach to developing the LAA. In addition we have asked a selection of partners for their feedback on the process and how involved they've felt. This report highlights the key learning points from the Project Team's evaluation. We would welcome additional input from Board members at this meeting.

We have invited people who have been involved in the development of the LAA to an **Evaluation Event** at Hindlip Hall on 7 April. The purpose of the event is to review the LAA process, using the evaluation report as a basis, and use the results to inform an agreed process for the ongoing delivery and development of the LAA.

Issues

The table below summarises the key strengths and weaknesses of the LAA process identified by the Project Team and/or through feedback from partners. It is structured around the various elements of the LAA process.

Element	Strengths of our approach	Weaknesses of our approach
Project management	<ul style="list-style-type: none"> ▪ Dedicated LAA Programme Manager. ▪ Strong Project Team that met weekly during the development phase. ▪ Strong leadership across LAA blocks (except F). 	<ul style="list-style-type: none"> ▪ Heard in June that Worcestershire was in the second round of LAAs, but we didn't start detailed work until September, making the time scales even tighter. ▪ Difficulties in appointing LAA Programme Manager. ▪ Changes made to the timetable and requirements by Government Office in late January. ▪ Demanded a lot from block leads; the Project Team could have given stronger steer to them from the start and more support. ▪ Designation of County Council officers as block leads, perceived poorly by some partners.
Outcomes	<ul style="list-style-type: none"> ▪ Focus on establishing outcomes early in the process. ▪ Outcomes developed from a strong evidence base. ▪ Very positive outcomes event on 21 October, which brought together a wide range of partners to collectively agree outcomes. ▪ Structure of the LAA outcomes around six 'unique' blocks, taking advantage of our 'single pot' status. 	<ul style="list-style-type: none"> ▪ Agreement contains large number of outcomes (35), ideally would have aimed for around 25. ▪ Requirement to express the LAA reward elements as separate outcomes increased the total number of outcomes and resulted in some duplication. ▪ Changes to some of the collectively agreed outcomes when overridden by other factors.
Funding	<ul style="list-style-type: none"> ▪ Initial focus on outcomes before looking at funding issues. ▪ Funding workshop on 13 January. 	<ul style="list-style-type: none"> ▪ Absence of financial expertise on the Project Team at the start. ▪ In its first year the LAA contains very few pooled or aligned funds. ▪ Lack of clarity about passporting of LAA reward into the LAA pot. ▪ Lack of a national funding model to follow. ▪ Funding has emerged as the most sensitive issue in developing the LAA, impacting on levels of trust by some partners.
Freedoms & flexibilities	<ul style="list-style-type: none"> ▪ Effort on this workstream was proportionate to the levels of freedoms and flexibilities achieved. 	<ul style="list-style-type: none"> ▪ Lack of confidence and evidence that Government will deliver on this element of the agreement. ▪ Insufficient time to build strong business cases for requested freedoms and flexibilities.
Governance	<ul style="list-style-type: none"> ▪ Outcomes of Worcestershire Partnership away day in September provided good 	<ul style="list-style-type: none"> ▪ Governance still remains one of the most sensitive issues amongst partners.

Element	Strengths of our approach	Weaknesses of our approach
Consultation & engagement	<p>foundation for governance of LAA.</p> <ul style="list-style-type: none"> ▪ Willingness of partners to engage in spite of the tight time scales. ▪ Effective outcomes and funding workshops, giving partners an opportunity to shape key elements of the LAA. ▪ All partners consulted on first and second drafts of LAA and detailed responses sent to all partners who submitted comments. ▪ Commitment of Theme Groups and block leads to the process, again in spite of time scales. 	<ul style="list-style-type: none"> ▪ Lack of clarity on role of elected Members. ▪ Project Team could have done more at the outset to increase understanding amongst partners and anticipate key concerns. ▪ Lack of understanding and (perceived?) lack of engagement by some partners, and in particular local authority Members. ▪ Inconsistent levels of engagement by WP Themed Groups/block leads, with district councils in particular not feeling engaged with some themes.
Communications	<ul style="list-style-type: none"> ▪ Produced regular, clear partner briefings. ▪ Information posted on the website. ▪ Clear, well written LAA document. 	<ul style="list-style-type: none"> ▪ Could have done more work up front during the summer to build understanding and awareness of the LAA and get partner 'buy-in'. ▪ Necessary reliance on partners to disseminate briefings and other key communications in their own organisations, resulting in some partners being better informed than others.
Drafting the agreement	<ul style="list-style-type: none"> ▪ Despite the constant changes needed, overall the drafting process worked well. ▪ End product is a clear, well-written LAA document. 	<ul style="list-style-type: none"> ▪ Drafting process was very difficult due to constantly changing advice from GOWM and changes to the timetable. ▪ Changes to format and introduction of standard templates late in the process were unhelpful. ▪ Not all deadlines for submitting information to the Project Team were met. ▪ Detailed work on agreeing measures and targets proved difficult for most blocks.
Relationship with Govt Office	<ul style="list-style-type: none"> ▪ Relationships with Government Office have been generally good. ▪ Regular communication with Government Office and several round the table meetings. 	<ul style="list-style-type: none"> ▪ Protracted negotiation of LPSA2 targets/LAA reward elements, particularly as negotiations had theoretically been taking place for over a year. ▪ Lack of clarity from GO on a range of issues. ▪ Lack of consistent advice across GO block leads. ▪ Frequent changes to rules/requirements, including introduction of standard

Element	Strengths of our approach	Weaknesses of our approach
		templates, last minute changes to timetable and imposition of unrealistic deadlines to make an 'extra' submission. <ul style="list-style-type: none"> ▪ Lack of guidance on funding.

The time scales set by Government for round two LAAs were extremely tight for a partnership agreement of such complexity. However, in spite of the tight timetable and other difficulties, we feel that Worcestershire's first LAA provides a strong foundation to build on over the next few years.

Next Steps

1. The LAA Evaluation event will be held on the 7th April. This will review the results of the project team evaluation, the sample survey of partners and feedback from Worcestershire Partnership Board. The meeting will result in an outline LAA Implementation Plan outlining an agreed way forward.
2. Results will be shared with GOWM & ODPM

Recommendations

The Board notes the evaluation of the LAA process and contributes any other key strengths, weaknesses or lessons learnt not already identified in this report.

WORCESTERSHIRE PARTNERSHIP BOARD

4th April 2006

Worcestershire's Local Area Agreement (LAA) Evaluation - Partners' Engagement Questionnaire

Purpose of Report

To provide the Board with information on how engaged partners felt in the development of Worcestershire's first Local Area Agreement (LAA).

Sample

Questionnaires were sent to the following sample:

Partner	No. sent	No. responses
Board member – random sample	5	4
Management Group	2	0
Theme group members (2 from each group)	14	5
Voluntary Sector Infrastructure Consortium	2	2
Community First	1	1
District Council LSP Chairs	7	1
District LSP coordinators	5	2
District Council Leaders or nominated councillor	7	0
WCC Management Group	5	1
WCC councillors – random sample	10	1
Community representative	1	1
CALC + one member	2	1
PCT Board representatives	3	0
Police and Fire Service reps	2	0
Learning + Skills Council	1	1
* Anonymous replies		6
	67	26

Response Rate

To date, 26 questionnaires of the 67 sent out have been returned, a response rate of almost 40%. One person returned the questionnaire uncompleted and asked not to be involved in the survey.

Results

- 60% of responders felt that as an individual they had been involved or very involved in the process of developing Worcestershire's Local Area Agreement.

A further 19% felt they had been partly involved with 11.5% saying they didn't feel involved enough or at all.

- None of the responders felt that their organisation hadn't been involved at all and over 65% felt their organisation had been involved or very involved in the process, with a further 23% saying their organisation had been partly involved.
- An overwhelming 88% found the LAA briefings useful. Only one responder said they hadn't received the briefings. 65% had visited the Worcestershire Partnership website to find out information about our LAA.
- Almost 70% of those who responded said they had attended one or more LAA event. Mention was made of the outcomes and funding events, which people found particularly useful.
- Almost 85% of those who responded used the consultation period to comment on the draft LAA and of these, 77% felt that some or all of their comments had been taken into account.

Strengths and weaknesses

Responders were asked to say what they felt the key strengths and weaknesses were of Worcestershire's LAA process. Below is a summary of some of the key points.

Strengths:

- Open and inclusive process with a wide range of partners involved
- Good communication throughout the development of the agreement
- Involvement of the voluntary sector
- Reflection of local priorities
- Improved partnership working
- Clear ownership of the agreement by the Partnership and not just one partner

Weaknesses:

- Timescales for drafting and consultation too tight
- Lack of engagement of certain groups, e.g. elected members
- Too many drafts
- Lack of clarity about funding and governance
- Jargon
- Concerns about the detail of some outcomes /targets

Ongoing Involvement

Responders were invited to suggest ways in which to ensure the ongoing involvement of partners in the process. Below is a summary of their suggestions.

- Continue to inform and involve partners
- Develop a shared implementation plan through active involvement of partners, with a clear understanding of next steps and the roles of partners
- Assist certain sectors, e.g. first-tier, VCS to engage more effectively in the process
- Make sure the process is transparent

Conclusion

It is hoped that the survey will be repeated in 6 months time using the same sample to track ongoing progress on involving partners in the development and implementation of Worcestershire's Local Area Agreement.

BROMSGROVE DISTRICT COUNCIL

FULL CABINET

12th JULY 2006

CORPORATE PLAN 2007-2010

Responsible Portfolio Holder	Councillor Roger Hollingworth
Responsible Head of Service	Hugh Bennett, Assistant Chief Executive

1. SUMMARY

- 1.1 Executive Board recently agreed to develop a Council Plan 2007-2010. The Assistant Chief Executive was asked to “work up” this idea. This paper sets out an approach to facilitating the development of a Council Plan 2007-2010, that will provide a strategic framework for the next three years.
- 1.2 Based on the discussions at May’s Government Monitoring Board, the paper also outlines an approach for updating our existing recovery plan so that it is fit for purpose to deliver an improved CPA rating.

2. RECOMMENDATION

- 2.1 It is recommended that Cabinet:
- a) note the CPA key lines of enquiry and what is required to achieve a score of level 2 (3.1-3.14 and **Appendix 1**);
 - b) note that, on the advice of the Government Monitoring Board, we will need to go through a CPA assessment and achieve an improved CPA rating in order to come out of voluntary engagement (3.15);
 - c) note that we will need to be able to deliver a significant shift in our performance in order to achieve an improved CPA rating (3.15);
 - d) agree that our existing recovery plan will need to be extended and updated to match the previous recommendation, in particular, it will require a stronger emphasis on performance improvement and customer service;
 - e) agree that developing a Council Plan 2007-2010 which is intelligence led, holistic and supported by resources and managed through a robust performance management framework will be a key component to achieving an improved CPA rating (3.1-3.14);

- f) agree to deliver an updated recovery plan and Council Plan 2007-2010, which includes consultation with our partners, scrutiny and staff and that the timetable and actions set out in 3.16 are adopted (3.16);
- g) agree that the I&DeA are employed to undertake this work in order to make best use of the remaining Top Team development days, provide continuity with the work previously undertaken and provide value for money (3.17 and 3.18);
- h) agree that the Council uses the balanced scorecard as a technique to develop our Council Plan 2007-2010 and prioritisation for the budget process (3.19 – 3.21);
- i) agrees that we make use of the offer from Walsall MBC to work with Cabinet and Corporate Management Team to update our recovery plan around the agenda set out in our response to the Minister's letter (**Appendix 2**) (3.23);
- j) that, given the timescales, we make use of existing public consultations e.g. 2006/07 budget consultation etc. rather than undertake further consultation (3.24); and
- k) that further consideration is given to how we engage "hard to reach" groups (3.24).

3. **BACKGROUND**

Comprehensive Performance Assessment

- 3.1 The Comprehensive Performance Assessment draft key lines of enquiry require councils to have the following in place:-
 - 1. Ambition
- 3.2 Ambitions for the community that address underlying need; Ambitions that are consistent with county wide partners and shared amongst partner organisations and understood by staff and local people. Ambitions that are challenging, but realistic and underpinned by clear targets and joint strategies
- 3.3 In order to achieve Level 2 i.e. what is required for a "Fair" rating, the key lines of enquiry expect that the development of these ambitions are "intelligence led" i.e. they use consultation information, demographic data, deprivation data, performance data, include the views of staff, the views of partners (including the voluntary sector) and engage with those black and minority ethnic groups and other groups at risk of disadvantage.
- 3.4 We are also expected to make links to the Community Strategy, as ultimately, the Council Plan is our contribution to the long term vision for

the Community as set out in the Community Strategy. The Local Strategic Partnership Board has recently identified 4 key priorities: Bromsgrove town centre, Longbridge, affordable housing/inclusive living and the Local Area Agreement targets.

2. Prioritisation

- 3.5 The CPA framework expects Members to demonstrate community leadership and they are “willing to make difficult decisions about what are and what are not local ambitions”.
- 3.6 The ambitions need to be articulated as long term outcomes for our communities, so for example, increasing the number of people using the Dolphin Centre would not be considered an outcome whereas, reducing coronary heart disease through increasing people’s physical activity would be.

3. Capacity

- 3.7 The key lines of enquiry also expect there to be a clear link to both the financial framework and performance framework of the Council. Resources should follow the identified priorities and the performance framework should focus on the outcomes and actions that drive the delivery of these outcomes (so the Top 45 and Corporate Health indicators would need updating).
- 3.8 The strategic risks associated with these actions will need to be recorded and managed.
- 3.9 Robust scrutiny is also considered a key part of capacity in the draft CPA framework and involving scrutiny in the development of the Council Plan will aid Member buy in, prior to consideration by Full Council.
- 3.10 Another key aspect of capacity is an HR Strategy that supports the articulated priorities (including workforce planning). The Council already has a People Strategy, which may need some adjustment as a result of developing the Council Plan 2007-2010. Procurement, ICT and VFM strategies that align to the Council Plan priorities are also considered important.

4. Performance Management

- 3.11 A robust performance management which both drives and monitors progress against the specific actions, targets and outcomes in the Council Plan is also a key element of achieving a 2 on the CPA key lines of enquiry framework. The Council’s framework is emerging, but is not complete, further work is needed in completing the “golden thread”, so that we can trace strategic actions agreed in the Council Plan through to individual Personal Development Reviews. Much more work is needed around measuring customer standards/complaints and customer satisfaction.

5. Achievement and Improvement

3.12

In order to achieve a 2 on this KLOE, the Council needs to be able to demonstrate some high quality services, some high public satisfaction, but also realistic levels of performance given “the context and constraints in which the Council operates”. In our case the key context is the low base of current performance levels.

3.13

In terms of the rate of improvement, the same applies. In order to achieve a 2 the Audit Commission would expect progress in our priority areas, within the “context and constraints in which the Council operates”.

3.14

The full set of CPA key lines of enquiry are set out in Appendix 1. These are still draft, but are unlikely to change significantly between now and being finalised. The overall CPA framework is also still yet to be finalised; however, it is likely to be a two stage process. Firstly, we will need to go before a regional panel (Autumn 2006) with evidence of why we should be put forward for re-categorisation. If successful, we will then go forward to a full corporate assessment against the key lines of enquiry. The main evidence used for the first part of the process will be fourfold: the use of resources assessment, the annual direction of travel statement, any service assessments and the views of the Government Monitoring Board. The Council is due to have a culture and communities’ service inspection later in 2006/2007. There have been two consultations by the Audit Commission about the new CPA framework for district councils. The Council has responded to both.

3.15 Government Monitoring Board

The advice of the Government Monitoring Board is that the Minister is highly unlikely to risk sanctioning the Council coming out of voluntary engagement prior to us going through a CPA assessment and achieving an improved rating. The Board has indicated that the Council will need a significant uplift in performance in order to achieve this.

Proposed Timings

3.16

The following outline timetable sets out a sequential approach to delivering a Council Plan 2007-2010 in time for the 2007/08 budget process and taking into account the CPA KLOE and other issues. It also sets out a timetable for an updated improvement plan for the July Government Monitoring Board.

Table 1 – Proposed Timetable for Council Plan 2007-2010 Development

Date	Action	Para. Ref.
06 Jun-06	Invite staff to attend Council objective workshops led by staff champions.	3.22
06 Jun-06	Leader to write to each non-executive Board and Planning Committee to ask for views on the Council's objectives and priorities.	3.9
09 Jun-06	Send response to Minister's Letter.	3.15
15 Jun-06	Letter to all staff with payslip asking for views on Council objective's and priorities.	3.22
24 Jun-06	Cabinet/CMT externally facilitated (Walsall MBC) workshop to develop improvement Plan Jul-06 to Jun-07	3.2 and 3.17 to 3.21
30 Jun-06	Deadline for responses from letter to staff.	3.22
30 Jun-06	Complete collation of background information e.g. deprivation data etc.	3.2
30 Jun-06	Complete visits to partners identifying their priorities and the Council's potential contribution to these.	3.2 and 3.4
10 Jul-06 Top Team Day	Balanced scorecard workshop (day 1).	3.19 to 3.21
11 Jul-06 Top Team Day	Balanced scorecard workshop (day 2).	3.19 to 3.21
12 Jul-06	Leader's Group agrees Improvement Plan Jul-06 to Jun-07	3.15
25 Jul-06	Government Monitoring Board agrees Improvement Plan Aug-06 to Mar-08	3.15
02 Aug-06	Cabinet agrees Improvement	3.15

	Plan Jul-06 to Jun-07	
16 Aug-06	Leader's Group agrees Council Plan 2007-2010	All
06 Sep-06	Cabinet agrees Council Plan 2007-2010	All
19 Sep-06	Full Council agrees Council Plan 2007-2010	All

3.17 Top Team (I&DeA)

The Top Team strategic development programme has already produced a set of outline priorities; however, these need a lot more consideration and development in order to arrive at a set of strategic priorities, supported by outcomes, targets, actions and resources. In order to provide continuity for Cabinet/CMT it would make sense to use of the I&DeA to facilitate the production of the balanced scorecard. The I&DeA have also suggested that we use the next Cabinet/SMT day as one of the two days required to develop the balanced scorecard.

3.18 Deciding the future direction of the Council for the next three years is very important and two days is considered to be the absolute minimum number of days required to deliver a strategic framework that is more than words and sets out specific priorities, outcome measures, actions and resource in support of these. The 2 day workshop would need to cover:-

- agreement about the context within which the Council is operating;
- development of a clear picture of Vision of what we want the District and Council to look like in three years;
- the development of objectives and outcomes that support the delivery of the Vision;
- the development of priorities and measures in support of these outcomes;
- high level development of the business processes, actions and resources required in support of the above.

Balanced Scorecard

3.19 The Assistant Chief Executive has previously recommended the use of the balanced scorecard as a technique for developing the Council Plan 2007-2010. The balanced scorecard is an internationally recognised technique for strategic performance management used by blue chip companies and increasingly by local authorities in the UK. A Member's

seminar on the Council Plan and the balanced scorecard was held on the 03 July 2006.

- 3.20 The basic concept is to articulate a vision through four dimensions – customer, financial, internal processes and learning and growth – which support each other.
- 3.21 By definition, what is not on the balanced scorecard for the Council would not be a priority for improvement.

Investors in People

- 3.22 The recent IIP assessment identified that staff did not feel sufficiently involved in the decision making processes of the Council. Writing to every member of staff and asking a number of staff to act as champions in facilitating views from staff should enable staff to be involved in this process.

Support from Walsall Metropolitan Borough Council (WMBC)

- 3.23 The Chief Executive of Walsall MBC Annie Shepperd has offered facilitation support from her staff to assist with the Council updating our recovery plan so that it is more outward facing. This is free support from a Council with a strong track record of recovery and should be taken up.

Consultation

- 3.24 The CPA framework has an expectation that we consult on our Vision for the District, in particular, that we consult with disadvantaged groups. Because we need to move quickly on developing the Council Plan 2007-2010 we are going to struggle to do this. As an interim measure, it is proposed that we make use of existing consultation information e.g. budget consultation focus group feedback. Further consideration will need to be given to how we engage disadvantaged groups.

Risks

- 3.25 The main risk is the speed at which we wish to undertake this exercise, not allowing sufficient time for the collection of information and full consultation. Conversely, the balanced scorecard technique recognises that organisations do not operate with perfect information. In addition, the speed will create a sense of urgency which can actually help create momentum, so we should look to communicate this to our partners and staff.

4. Financial Implications

- 4.1 There are no budget implications in this report. The Top Team programme, customer panel and consultancy support for the Corporate Plan are all budgeted for. The Assistant Chief Executive can provide further details at the meeting if required.

5. Legal Implications

5.1 There are no legal implications.

6. Corporate Objectives

6.1 An updated business planning process will improve the ability of the Council's decision-makers to transmit high level strategic choices into front line service delivery.

7.1 Risk Management

7.1 Business Plans underpin service delivery of Bromsgrove District Council and if they are not produced in a timely manner, other processes cannot commence.

8. Other Sub Headings

8.1 Report authors should consider whether or not the report has any of the following implications:-

- Procurement Issues

None

- Personnel Implications

See workforce planning and training and development above.

- Governance/Performance Management Considerations

As detailed in the report.

- Community Safety Considerations

It would be good practice for our service business plans to identify their contribution to this agenda.

- Policy Considerations

Service business plans will need to reflect any policy considerations identified through the corporate plan process.

- Environmental Considerations

Service business plans will need to reflect any environmental considerations identified through the corporate plan process.

- Equalities Implications

See section on customer standards and diversity.

Background Papers

The 2006/2007 business plans.

Contact officer

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Key lines of enquiry for district council corporate assessment

April 2006 V3

What is the Council, together with its partners trying to achieve?
1. Ambition for the community
Key Question 1.1 Are there clear and challenging ambitions for the area and its communities?
Inspection Focus
Evidence that <ul style="list-style-type: none"> • ambitions for the community address the underlying needs of the area and its communities; • ambitions are consistent with county wide partners and shared amongst all partner organisations and understood by staff and the local community; • ambitions are challenging but realistic – underpinned by clear targets and joint strategies.

Descriptors		
Level 2	Level 3	Level 4
<ul style="list-style-type: none"> • The Council has a vision of what it wants to achieve for its communities. It has translated this into ambitions that address the underlying needs, and promote the economic, social and environmental well-being of the area and its communities. • The Council communicates decisions about its ambitions to local people and communities, partners and stakeholders. • The Council can demonstrate that its ambitions are realistic 	<ul style="list-style-type: none"> • The Council has developed an overarching, strategic vision and set of clear and challenging ambitions, aims and objectives for the community that promote the economic, social and environmental well-being of the area and are well aligned with county wide partners . • Ambitions are supported by clear outcome based targets and joint strategies. • The Council communicates decisions about its ambitions, and changes in these decisions, to Councillors, officers and staff; and to local people and communities, partners and stakeholders. • Councillors, officers and partners are clear about their respective roles and are enthusiastic about achieving the overall ambitions which have been set. • Local people are clear about what it is the Council and its partners are seeking to achieve and understand the balances that have been struck and why. There is understanding and support for the Council's ambitions among the community. • Ambitions are stretching and challenging, aiming to 	<p>In addition to the level 3 descriptors:</p> <ul style="list-style-type: none"> • the Council's ambitions are clear, challenging and provide a strong sense of direction for the whole community. • The Council is proactive in finding effective ways to communicate with local people.

	<p>make a real and measurable difference for all local people including those most at disadvantage.</p> <ul style="list-style-type: none">• The Council has taken steps to identify what longer-term, sustainable outcomes the Council together with its partners can realistically achieve, including across authority boundaries.	
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draft for consultation

<p>Key Question 1.2 Are ambitions based on a shared understanding amongst the Council and partner organisations of local needs?</p>		
<p>Inspection Focus</p>		
<p>Evidence that:</p> <ul style="list-style-type: none"> • data collection and analysis needs are agreed between Councils in the locality where relevant and partner organisations and information is shared openly between them; • Councils and partner organisations work together to assess changes in statutory responsibilities, to analyse demographic characteristics and trends, to consider the findings of performance monitoring, to identify gaps and shortfalls in provision, and Councils and partner organisations work together to assess the likely availability of resources; • service users, staff and other stakeholders, including voluntary and community and private sector organisations, are encouraged to give their views and supported where necessary in doing so; measures are taken within this to involve black and minority ethnic groups and other groups at risk of disadvantage; and • consultation recognises the range and complexity of service user needs and makes provision for choice. 		
<p>Descriptors</p>		
<p>Level 2</p>	<p>Level 3</p>	<p>Level 4</p>
<ul style="list-style-type: none"> • The Council uses intelligence at its disposal to gain a better understanding of what it has achieved to date and what remains to be done. It has some level of self-awareness and understanding of the problems it faces and how to address these • Communities and partners are regularly consulted, with a view to building a shared vision for the area for citizens, users and partners. • The Council takes limited steps to improve the level and quality of engagement with those from black and minority ethnic groups and other groups at risk of disadvantage. 	<ul style="list-style-type: none"> • Information gathered by the Council is converted into good baseline information and this is used to develop the ambitions for the community and its neighbourhoods. The Council takes active steps to share the information with partner organisations. • The Council has taken steps to understand the scale of the social, economic, environmental challenges and opportunities it faces in the area including those related to diversity, race equality and deprivation • The Council uses effective community engagement mechanisms to understand the views, needs, desires and preferences of its citizens (including those from black and minority ethnic groups and other groups at risk of disadvantage) as well as partners in the public, private and voluntary sectors. 	<p>In addition to level 3 descriptors, the Council can demonstrate that:</p> <ul style="list-style-type: none"> • it engages with local communities in a systematic way and • it uses available intelligence jointly with its partners proactively to determine local ambitions.

Key Question		
1.3 Does the Council with its partners provide leadership across the community and ensure effective partnership working?		
Inspection Focus		
Evidence that:		
<ul style="list-style-type: none"> • working with the county Council where relevant, the Council demonstrates community leadership through its ability to work in partnership with the statutory, community, voluntary, business and private sectors to add value and deliver against its ambitions and priorities; • Councillors and officers are willing to make difficult decisions about what are and are not local ambitions; • the Council is effective in ensuring that partnership working is productive and sustainable and that accountability in partnerships is clear and robust. 		
Descriptors		
Level 2	Level 3	Level 4
<ul style="list-style-type: none"> • The Council is taking steps to provide robust and effective leadership to the community • The Council has also linked its internal strategies and key documents with those of the Local Strategic Partnership. • There are some examples of good practice in collaboration and co-ordinating competing demands. • The Council has articulated its principles and aspirations for its own culture. • Relationships with partners are effective, with evidence of trust and challenge. 	<ul style="list-style-type: none"> • In conjunction with the county Council the Council champions the needs of the area and its community • Councillors and managers are willing to tackle difficult problems and to take (and stick to) tough decisions. • Balances have been struck between competing demands and expectations in the light of available resources. • The Council has articulated a strategic approach to its principles and aspirations for its own culture and values, and has communicated this approach to Councillors, staff and partners • Councillors and senior officers consciously adopt a range of leadership and management styles appropriate to the complex community and organisational environments in which they operate, 	<p>In addition the level 3 descriptors, the Council:</p> <ul style="list-style-type: none"> • is widely recognised by key stakeholders as providing effective and proactive community leadership across the whole area and can demonstrate where this has had an impact e.g. around strengthening community cohesion; • plays an active role in the sub region

2. Prioritisation		
Key Question		
2.1 Are there clear and robust priorities within the ambitions for the area?		
Inspection Focus		
Evidence that:		
<ul style="list-style-type: none"> • priorities reflect the findings of needs assessment; • priorities have regard to national, regional, county wide and local policy frameworks and achieve an appropriate balance between these; • priorities address the needs of black and minority ethnic groups and other groups at risk of disadvantage, and promote good race relations; and • service users, Councillors, staff and other stakeholders understand key strategic objectives. 		
Descriptors		
Level 2	Level 3	Level 4
<ul style="list-style-type: none"> • The Council assesses and monitors local needs and takes these into account in setting its priorities. • The Council has derived a set of priorities from its overall vision and ambitions although there is scope for further clarification of these • The Council has some understanding of the national and local policy frameworks that impact on the its business and attempts to balance the competing demands and expectations that these impose. • The Council's priorities are linked to its ambitions as set out in the community strategy. • Priorities take account of the needs of black and minority ethnic groups and other groups at risk of disadvantage. • The Council has taken steps to ensure that Councillors, staff, service users and other stakeholders understand key strategic objectives. 	<ul style="list-style-type: none"> • The Council knows what issues matter most to local groups and neighbourhoods and concentrates its efforts in proportion to this. • The Council's vision and ambitions are translated into specific short, medium and long-term priorities. These are integrated into policy objectives, service/business plans and performance targets. • There is clarity about which things are, and are not, priorities and why. • The Council's leadership understands and balances national, regional and county wide priorities and the priorities of local communities and service users. • The Council's priorities link clearly to its ambitions as set out in the community strategy. These are cascaded into robust plans and strategies • The Council recognises the connections between the Council's various aims and objectives and makes the relevant links across all its priorities to deliver a cross-cutting programme. • The Council takes explicit account of the needs of all sections of the community in the design, delivery and evaluation of services and other activities. • Councillors, officers and other staff know these priorities and, through effective and coordinated financial and service planning, understand the implications for how they work and what they do. 	<p>In addition to the level 3 descriptors, the Council is clear and consistent about its priorities and uses them to drive everything it does.</p>

Key Question 2.2 Is there a robust strategy to deliver the priorities?		
Inspection Focus		
Evidence that <ul style="list-style-type: none"> • corporate, service and financial strategies are linked within a deliverable framework; • there are clear and agreed targets for improvement which are outcome-based and challenging but realistic; • there is shared understanding amongst partner organisations, including the county Council, of the duties, frameworks, and priorities governing each other’s work; and • resources allocated within and between partner organisations are managed, reviewed and revised in line with priorities. 		
Descriptors		
Level 2	Level 3	Level 4
<ul style="list-style-type: none"> • The Council has strategies and plans in place which relate to the ambitions determined for the local area. It has identified links between its service strategies and medium term financial strategy to ensure resources will be available to meet planning requirements. • The Council has taken steps to determine and agree outcome focused targets for each of its priorities. • The Council has taken steps to ensure that their understanding of roles and responsibilities within various planning frameworks is shared with partners. 	<ul style="list-style-type: none"> • The Council has clear and agreed targets for improvement which are outcome focussed, challenging and realistic. • The Council has realistic and robust strategies and plans in place which clearly and unambiguously relate to the ambitions determined for the local area. These plans set a framework for the delivery of customer-focused achievements in the longer term, working with other Councils as necessary. • Statutory and other plans clearly link together and support delivery of the Council’s priorities. • Corporate and service strategies are linked to the medium term financial strategy to provide a robust planning and delivery framework. • Partners are clear about roles and responsibilities within various planning frameworks. • The Council provides feedback to partners and other stakeholders where priorities have changed. • There is effective sharing of learning across the organisation and with partners. 	<p>In addition to the level 3 descriptors:</p> <ul style="list-style-type: none"> • the Council can demonstrate that it consistently reviews and proactively adjusts its plans in order to deliver its priorities

Key Question 2.3 Is robust action taken to deliver the strategy?		
Inspection Focus		
Evidence that <ul style="list-style-type: none"> • the links between action plans and the delivery of strategic priorities are clear and demonstrate the extent to which the Council targets resources or shifts resources away from non priority areas • service users, staff and other stakeholders are encouraged to contribute to action planning • action plans address the needs of black and minority ethnic groups and other groups at risk of disadvantage • action plans include sufficient detail of the action proposed to enable stakeholders to assess its fitness for purpose • difficult decisions are taken where necessary and focus is sustained 		
Descriptors		
Level 2	Level 3	Level 4
<ul style="list-style-type: none"> • The Council takes steps to ensure that priorities, resource allocation and budget changes are linked. Strategies and plans take some account of how the contributions of various partners fit together. • The Council takes steps to integrate community priorities into the overall design and delivery of services and to target services and other activities towards users' and citizens' needs. • The Council's action plans go some way towards reflecting the priorities of the wider community, including black and minority ethnic groups and other groups at risk of disadvantage. • Lead responsibilities, resource requirements, action milestones, and target outcomes are identified in action plans. 	<ul style="list-style-type: none"> • The Council has an integrated approach to setting priorities and allocating resources behind these. It moves resources away from areas that are not priorities and towards those that are. • Action plans are shaped around and reflect the various needs and preferences of the diversity of the communities and interest groups that the Council serves. • Action plans clearly state lead responsibilities, resource requirements, milestones, and target outcomes, as well as the contributions expected from organisations, services within organisations, and staff within services. As a result, stakeholders are clear that plans are fit for purpose and achievable. • Councillors and senior officers maintain their focus and are not distracted by minor operational matters or crises. Specific initiatives are only undertaken where there is a clear purpose which fits with Council priorities, and the Council sustains its focus on these to ensure the desired impact is achieved. 	<p>In addition to level 3 descriptors:</p> <ul style="list-style-type: none"> • the Council can demonstrate that it has a coherent and consistent approach to achieving improvement in priority areas by using resources flexibly.

<p style="text-align: center;">What is the capacity of the Council, including its work with partners, to deliver what it is trying to achieve?</p>		
<p>3. Capacity</p>		
<p>Key Question 3.1 Is there clear accountability and decision making to support service delivery and continuous improvement?</p>		
<p>Inspection Focus</p>		
<p>Evidence that</p> <ul style="list-style-type: none"> • the roles and responsibilities of officers and Councillors for taking decisions are clear • decision-making processes are transparent and result in relevant actions; and decisions are made in time for action to be taken to meet priorities • reviewing risks is a continuing strand of planning, delivering and reviewing services • councillors and officers work effectively within the ethical framework 		
<p>Descriptors</p>		
<p>Level 2</p>	<p>Level 3</p>	<p>Level 4</p>
<ul style="list-style-type: none"> • Officers are clear about what they are responsible for, and operate within a scheme of delegated decision making, set out in protocols and standing orders. • Senior officers contribute appropriately to, and executive members (or senior Councillors in Councils operating under alternative political arrangements) take responsibility for, strategic and policy decisions. • Relationships within the corporate management team and between departments work effectively. • Decision making is transparent and in most cases results in relevant actions. • Scrutiny is in place. Non-executive members, including those from opposition groups, are supported by officers. • The Council assesses the risks inherent in the strategic and operational decisions it takes, particularly when planning and managing new initiatives. 	<ul style="list-style-type: none"> • Officers and Councillors are clear about what they are responsible for, and treat each other with respect. • Executive members (or senior Councillors in Councils operating under alternative political arrangements) take responsibility for strategy and policy and do not interfere in minor operational issues. • Relationships within corporate management and between departments are good. • The Council's leadership sets the tone by creating a climate of openness, support and respect. • Decision making, including in partnership activities, is transparent and results in relevant actions. • Scrutiny is rigorous and challenging and contributes to service improvement. • Decision making is timely, and supports achievement of priorities and objectives with the forward plan integrated with the key planning and 	<p>In addition to level 3 descriptors,:</p> <ul style="list-style-type: none"> • there is a culture of openness and respect within the Council and with partners.

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<ul style="list-style-type: none"> • The Council has ensured that its key partnerships have adopted an appropriate form of governance. • The standards committee and monitoring officer provide advice, training and assistance to Councillors on the ethical framework. Independent members comprise at least 25% of the membership of the committee. Councillors and officers are aware of their responsibilities under the framework and exhibit the behaviours expected of them. 	<p>strategy milestones.</p> <ul style="list-style-type: none"> • Risk management informs key corporate and strategic planning, including the main partnership plans and objectives. It is effectively risk-managed and not risk-averse. • The standards committee and monitoring officer promote and maintain high ethical standards, and have a high profile within the Council. An independent member chairs the committee. The Council is seen as upholding high standards of ethics and probity, efficiency and integrity. 	
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Key Question		
3.2 Does the Council, with its partners, develop its capacity effectively to achieve change and deliver its ambitions and priorities?		
Inspection Focus		
<p>Evidence that:</p> <ul style="list-style-type: none"> • managerial and political leadership are strong • existing financial capacity is sufficient to achieve the Council’s objectives, sustain performance, and promote improvement; and financial management arrangements are secure • there is a clear and sustained focus on value for money • there is an effective strategic, corporate approach to workforce planning, recruitment and development to ensure that current and future needs are met • there is a strategic approach to partnering, procurement and commissioning services which takes account of the capacity of voluntary, community and private sector organisations and enhances the Council’s financial and other capacity • staff are encouraged to be flexible and innovatory in meeting service needs • key areas of investment such as ICT resources and e-government are used to support delivery of priorities, greater choice for service users and improve access to services • full account is taken of diversity, user focus and human rights issues in decision making and achieving outcomes 		
Descriptors		
Level 2	Level 3	Level 4
<ul style="list-style-type: none"> • In most areas, the Council has the people, skills and capability it needs to deliver its priorities. The Council is taking steps to ensure that Councillors and staff are representative of local communities. • Value for money is considered in at least some service departments. Overall costs and unit costs are consistent with other Councils providing similar levels and standards of service, allowing for local factors which have a demonstrable impact on cost. • The Council has a financial strategy and sufficient financial capacity to deliver its priorities and provide for contingencies, or has robust plans to achieve this within the required timescale. • The Council has bid successfully for external funding in line with its priorities • The Council has a HR strategy, planning processes and development programmes that seek to predict and overcome recruitment and retention difficulties and absenteeism and identify training needs. 	<ul style="list-style-type: none"> • The Council is self-aware about capacity and has the people, skills and suppliers it needs to deliver its priorities. • Capacity of key post-holders, Councillors and officers is sufficient to provide consistent leadership, challenge and support across the Council. • The Council has a strategy to develop skills. It takes swift steps to address weaknesses. The Council regularly monitors its workforce to ensure it is representative of the community. • The Council consistently seeks to improve value for money. Overall comparable unit costs are low, allowing for local factors. • The Council has a robust financial strategy and sufficient financial capacity that supports delivery of its priorities. It maintains adequate reserves. It bids for funding in line with priorities. • The Council has a systematic approach to workforce 	<p>In addition to level 3 descriptors:</p> <ul style="list-style-type: none"> • the Council is proactive in finding innovative ways of providing and delivering services; • staff are supported in suggesting and trying new ways of delivering services and are able to assess priorities and change practice as new circumstances demand; and • The Council is innovative in the way it works with partners to ensure it has the capacity in place to achieve change and can point to key successes which have improved the area

<ul style="list-style-type: none"> • The Council has undertaken some workforce planning exercises- for example in some departments • The Council has sufficient, ICT resources to deliver its priorities. There is progress towards realising the benefits from e-government. • The Council has a procurement strategy in line with national and European legislation, including the Race Relations (Amendment) Act 2000. • The Council seeks to build capacity in the voluntary and community sector. • The Council supports staff initiatives to be flexible and innovatory in meeting service needs. • The Council considers the diversity, user focus and human rights implications of decisions or actions. 	<p>planning and knows what it needs to do to deliver its ambitions and priorities. HR strategies and practices effectively support corporate priorities.</p> <ul style="list-style-type: none"> • The Council uses ICT and e-government effectively to deliver objectives and service improvements, including improving access to services. • The Council has robust project management processes for appraisal, approval monitoring and review, and applies these consistently. • The Council has a sound procurement strategy (see level 2) and uses procurement effectively to improve value for money and improve services, in line with its priorities. • The Council uses long-term partnerships and joint working with other authorities to deliver key services and improvements. • The Council has improved capacity amongst voluntary and community organisations • The Council has a strategic and integrated approach to diversity, human rights and user focus. 	
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4. Performance Management		
Key Question		
4.1 Is there a consistent, rigorous and open approach to performance management?		
Inspection Focus		
Evidence that		
<ul style="list-style-type: none"> • the Council and relevant partner organisations individually and collectively review performance within a culture of open debate and constructive challenge; • the level of involvement of Councillors and senior officers in performance review is consistent with their roles and responsibilities and reflects the importance for individuals and communities of meeting target standards and/or action milestones; • resource management is integrated with performance management to support a sustained focus on priority issues; • there is a well publicised, user-friendly and supportive system for service users and staff to submit complaints or grievances, or representations about service performance; and • managers and staff focus on performance and use performance management as an integral part of how they work 		
Descriptors		
Level 2	Level 3	Level 4
<ul style="list-style-type: none"> • Monitoring and review of performance enables the Council to stay on track. The Council is starting to develop performance management (PM) for its key strategic partnerships. • Councillors are involved in PM, both executive and scrutiny. • In most cases, monitoring and review cycles reflect risk and the time needed to take remedial action rather than historic meeting cycles. • The Council implements an annual cycle for the integration of performance and resource planning and management that is mainly applied in practice. • The Council has taken steps to establish consistent use of an accessible complaints procedure. There are procedures to deal with staff complaints and grievances and these are generally followed in practice. • The Council is open to external evaluation. • PM is starting to embed across the Council. There is a focus on performance at all levels and an 	<ul style="list-style-type: none"> • Systematic monitoring and review ensures the Council stays on track • The Council has helped to develop PM for its key strategic partnerships. • Councillors have a record of focused involvement in PM, through executive scrutiny or Council meetings. Executive members (or senior Councillors in Councils operating under alternative political arrangements) and scrutiny members make use of information to manage continuous improvement. • There are strong mechanisms to help sustain the focus on priority issues. The Council has a track record of using PM to help secure outcomes for the community that reflect its ambitions and priorities. • PM is integrated with the management of resources. • There is a well publicised, user-friendly and supportive system for service users and staff to submit complaints, grievances or representations. • User focus is well understood and is a central driver of the organizational culture. 	<p>In addition to level 3 descriptors:</p> <ul style="list-style-type: none"> • there is a culture of performance management and the Council can demonstrate significant improvement in priority outcomes through effective performance management.

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<p>increasing commitment to PM is starting across most of the authority. .</p>	<ul style="list-style-type: none">• The Council is open to external evaluation and challenge and makes effective use of opportunities to learn in this way.• The Council's PM is well embedded across the organisation.• There are strong links between the Council's overall ambitions and community and corporate plans, through to service and individual plans, priorities and targets.	
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Key Question		
4.2 Do the Council and partner organisations use their knowledge about performance to drive continuous improvement in outcomes?		
Inspection Focus		
<p>Evidence that</p> <ul style="list-style-type: none"> • where appropriate, providers work together to develop and consider relevant performance information, including trends over time and comparisons with both similar areas and the national picture • data collection and analysis includes reference to the needs of black and minority ethnic groups and other groups at risk of disadvantage, and geographic areas • providers work together to compare and evaluate processes, costs and outcomes with those of similar providers • targets for improvement are set in line with priorities, performance and satisfaction levels are monitored and analysed, and under-performance is identified and addressed • user complaints and staff complaints and grievances are used to inform service development • providers use performance review, inspection findings and independent reviews in developing priorities and improving value for money 		
Descriptors		
Level 2	Level 3	Level 4
<ul style="list-style-type: none"> • The Council sets targets for improvement in performance and is gathering information which allows it to assess the impact of performance on service user and its diverse communities. • Information about performance is regularly produced within the Council and its partnerships. This is robust and balanced. It includes some financial, budgetary, quality of life and value for money information and is used to solve performance problems. • The Council reports information in a transparent, coherent and accessible fashion. • The Council has taken steps to use performance management to improve cross-departmental working and integrated service provision • The Council uses knowledge from complaints and user-feedback to drive improvement, and has taken steps to promote access to these for the diverse communities served • The Council uses opportunities to learn from its own successes and failures, good practice within the Council, other Councils, its partners and other public, 	<ul style="list-style-type: none"> • The Council sets realistic but challenging targets for improvement in performance, linked to the management of resources. • Cross-departmental working is well advanced and the corporate centre is able to coordinate this effectively through the performance management system. • Regular, robust and balanced intelligence and information about performance is sought and acted upon throughout the Council and key partnerships. The information produced is simple to access and understand, and is user-focused. It includes national and local performance and quality of life indicators. It includes financial, budgetary and value for money information. • The Council has an understanding of the level of importance and satisfaction that different sections of the community attach to its activities through its knowledge from complaints and user-feedback. The Council uses this information to drive improvement and reduce inequalities in satisfaction levels between communities. 	<p>In addition to Level 3 descriptors:</p> <ul style="list-style-type: none"> • The Council consistently sets itself challenging targets, is self aware and quickly identifies and tackles any areas of underperformance • The Council is proactive in seeking out and using external challenge and can demonstrate how this has led to improved outcomes • The Council and its partners are self aware about their performance and are proactive in measuring and improving their performance against best practice in both the public and private sectors.

<p>private and voluntary sector organisations, and the outcomes of external challenge or review</p>	<ul style="list-style-type: none">• The Council makes good use of opportunities to learn from its own successes and failures, good practice within the Council, other Councils, its partners and other public, private and voluntary sector organisations, and the outcomes of external challenge or review.• The Council pro-actively works with its partners and other providers to compare and evaluate processes, costs and outcomes. It uses comparison and benchmarking to increase its self-awareness and efficiency.• The Council reports information about its performance in a coherent and accessible fashion while meeting statutory requirements for performance reporting. As a result, the Council, the community and its partners have a good picture of how well the Council is performing, especially against its ambitions and priorities	
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What has been achieved?		
5 Achievement and Improvement		
Key Question		
5.1 What level of quality has the Council with its partners achieved (and/or not achieved) in relation to its services, priority areas and impact on local quality of life		
Inspection Focus		
Evidence that: <ul style="list-style-type: none"> • the Council is achieving a high level of quality in services • the Council is achieving a high level of quality in cross-cutting areas which relate to local priorities and impact on local quality of life 		
Descriptors		
Level 2	Level 3	Level 4
<ul style="list-style-type: none"> • The Council can demonstrate it is achieving high quality in some services and some of its priority areas • The Council is meeting or exceeding its standards and targets in some services and priority areas and compares well with other Councils in some areas • The level of quality in service delivery is what could realistically be expected in relation to the context and constraints in which the Council operates. • Strategies have been developed but they are not sufficiently joined up to address interconnecting issues within priorities. The Council is working to improve their impact. • Service users and communities recognise the high quality of some service delivery and express high levels of satisfaction with some of the services they receive. 	<ul style="list-style-type: none"> • The Council can demonstrate it is achieving high quality in some services and most of its priority areas • The Council is meeting or exceeding its standards and targets in some services and most priority areas and compares well with other Councils in most areas • The level of quality in service delivery is more than what could realistically be expected in relation to the context and constraints in which the Council operates. • Effective joined up strategies and partnership working has resulted in high quality of some services and most priority areas and there is a direct link between the energy invested and the outcomes achieved • Service users and communities recognise the high quality of most service delivery and express high levels of satisfaction with most of the services they receive. • satisfaction levels are consistently high across different communities. 	<ul style="list-style-type: none"> • The Council can demonstrate it is achieving high quality in almost all services and all of its priority areas • The Council is meeting or exceeding its standards and targets in almost all services, all priority areas and compares well with other Councils • The level of quality in service delivery is well above what could reasonably be expected in relation to the context and constraints in which the Council operates. • Effective joined up strategies and partnership working has resulted in high quality of almost all services and all priority areas and there is a direct link between the energy exerted and the outcomes achieved • Service users and communities recognise the high quality of all service delivery and express high levels of satisfaction with all of the services they receive.

Key Question		
5.2 How much progress has the Council made?		
Inspection Focus		
<p>Evidence that</p> <ul style="list-style-type: none"> • the rate and extent of improvement is reasonable in relation to the baseline performance of the Council • there are real improved outcomes that can be seen and experienced by users and the community • the Council is aware of the impact its actions have on different parts of the community • the Council is investing and putting in place the right building blocks that will enable future improvement in its priority areas especially where there are currently major gaps • the Council is contributing to the improvement of achievement and outcomes of its partners 		
Descriptors		
Level 2	Level 3	Level 4
<ul style="list-style-type: none"> • The rate and extent of improvement in some priority areas is realistic in relation to the baseline performance of the Council, and the context and constraints in which the Council operates but there are some gaps • Improvements are as a result of investments such as improved partnership working to address underperformance in some priority areas • The Council is addressing some of its gaps in priority areas • Improvements are in line with some of the Council's targets • Service users and communities have experienced the impact of improvements in some priority areas • Accessibility, sustainability, community cohesion and the quality of life of some members of the community, including the most disadvantaged, are improving. • The Council has some baseline information on the different parts of the community to enable it to improve outcomes for all but there are some gaps • Improvements are contributing to some partner's and county council's targets 	<ul style="list-style-type: none"> • The rate and extent of improvement in most priority areas is realistic in relation to the baseline performance of the Council, and the context and constraints in which the Council operates • Improvements have been sustained over time and are as a result of investments such as improved partnership working to address underperformance in most priority areas • The Council is addressing most of its gaps in priority areas • Improvements are in line with most of the Council's targets • Service users and communities have experienced the impact of improvements in most priority areas • Accessibility, sustainability, community cohesion and the quality of life of most members of the community, including the most disadvantaged, are improving. • The Council has most baseline information on the different parts of the community to enable it to improve outcomes for all • Improvements are contributing well to partners' and county council's targets 	<ul style="list-style-type: none"> • As well as high performance in almost all priority areas the Council can demonstrate systematic improvements in most areas • Improvements have been sustained over time and are as a result of investments such as improved partnership working to address underperformance in all priority areas • The Council is addressing all of its gaps in priority areas • Improvements are in line with all of the Council's targets • Service users and communities have experienced the impact of improvements in all priority areas • Accessibility, sustainability, community cohesion and the quality of life of all members of the community, including the most disadvantaged, are improving. • The Council has comprehensive baseline information on the different parts of the community to enable it to improve outcomes for all • Improvements are contributing significantly to partners' and county council's targets

Direct Line (01527) 881400

Your Ref:

My Ref: RH/NY 14th June 2006

Ms Angela Smith, M.P.
Parliamentary Under Secretary of State
Office of the Deputy Prime Minister
Eland House
Bressenden Place
LONDON
SW1E 5DU

Dear Minister

Bromsgrove District Council – Voluntary Engagement

Thank you for letter regarding your meeting with the then Lead Official, Stan Baldwin. I do apologise for the delay in responding. However, as I am sure you will appreciate it was unfortunate that the timing coincided with the departure of Sue Nixon (for personal reasons) and the arrival of a new lead official. I feel both of these were significant changes.

I agree with your view that there has been particularly significant progress at the Council in terms of our financial planning and control. This now gives us a firm basis to move forward and tackle the many service performance issues we face and deliver outcomes for local people.

I have asked Kevin Dicks, Corporate Director Resources to become Acting Chief Executive of the Council. Kevin has a track record of success at the Council, including the improvements in our financial planning and control, a significant improvement in our benefits service's performance and the opening of our Customer Service Centre. Perhaps most importantly his appointment has cross party support. Through my discussions with John Edwards I recognise that Kevin will need support in his new role. We have arranged for Annie Shepperd, Chief Executive of Walsall MBC to become Kevin's mentor for one day a week up until the end of June (due to Annie's existing commitments) with a view to increasing it to two days per week thereafter.

With regard to the new Lead Official, John Edwards, we have found John's input useful, in particular, we have welcomed his support for our management team and his guidance that our existing recovery plan is too inward focused and needs to concentrate more on improving service performance and outcomes for local people.

Our existing recovery plan runs until 31 March 2007. We are on target to deliver to this date; however, with the need to address a number of significant performance issues and a harder Comprehensive Performance Assessment framework, we will be reviewing this to establish an improvement plan. After we have finalised the improvement plan we will make a decision on whether we need to backfill for Kevin's position or if we need to increase capacity in other areas of the organisation. Obviously we will continue to take advice and guidance on this from John Edwards.

We estimate that we will be ready to come out of voluntary engagement in December 2007 by achieving a "fair" Comprehensive Performance Assessment rating. Our Audit Commission Relationship Manager supports the view that we should undergo CPA in 2007. Using the five CPA key lines of enquiry, I have set out at Appendix A our milestones in order to deliver a "fair" rating by December 2007.

Whilst focusing on these areas I expect to see performance improvement across the whole Council. Working with the Government Monitoring Board we will set improvement targets for all our Best Value Performance Indicators.

Good Member/Member relations and Member/officer relations, will be critical to delivering the milestones I have set out in the Appendix. There are a number of developments which I can update you on in this respect. Since I took on the leadership in October 2005, in my view another significant change at the Council, I have been meeting monthly with other Group Leaders to help drive a more inclusive form of governance. We have also established three scrutiny boards with opposition leaders holding some of the Chairmanships and Vice-Chairmanships. As a result there has been a definite reduction in the "temperature" of the Council. The establishment of these boards I believe has also significantly strengthened the approach to Scrutiny in the Council. We have recently agreed a new Member Development Programme, based around role descriptions, supported by training and an accredited qualification. Peer mentor workshops for Members and officers will take place later in the year to help improve Member/officer relations. The Top Team Development Programme has been beneficial. At a personal level I have changed my mentor as a result of the programme. As a team I think we have a much greater understanding of each other's unique contributions. We have developed a shared Top Team action plan which we will be monitoring with the help of the I&DeA over the next six months.

Finally, I note that your letter referred to the Audit Commission's Progress Assessment of the Council, which called for an increase in the pace of change. We accept that over the period of the Progress Assessment i.e. from the corporate governance re-inspection of 2003 to October 2005, this is an accurate statement; however, we would ask you to recognise that the Government Monitoring Board has noted significant improvements over the last nine months. We do except that there has been a reduction in our performance levels over the last 6 months due to the uncertainty within the Council. This has now been resolved and the issue is I believe now one of sustaining the current pace of change with regard to the recovery plan but increasing it with regard to service improvement.

Yours sincerely,

Roger Hollingworth
Leader of the Council

cc.

Corporate Management Team
Cabinet Portfolio Holders
Group Leaders
MP

Appendix A

Ambition for the Community

The Council will be working with officers from Walsall MBC (starting with an all day session on 24th June) to develop a new more outcome focused improvement plan designed to improve service delivery and to achieve a two star rating on the CPA framework. This plan will be presented to the Government Monitoring Board in July and Executive Cabinet in August we will send you a copy once agreed.

The Council will also be working on developing a Council Plan 2007-2010 with the support of the I&DeA (10th / 11th July). The Plan will use the Balanced Scorecard technique to ensure we clearly articulate our ambition for the community into meaningful outcomes, targets and actions. We will develop the Plan with our partners, taking account of local intelligence and ensuring that consultation includes black and minority ethnic groups and other groups at risk of disadvantage. This will be submitted to Council in September.

The Council will also be working with the reformed LSP Board, which has recently agreed to reduce its numbers to ten, in order to be more strategic and focus on four priorities – Bromsgrove town centre, affordable housing/inclusive living, the redevelopment of the Longbridge site and the Worcestershire Local Area Agreement.

Prioritisation

The development of a Council Plan 2007-2010 will provide a prioritised strategic framework for the next three years,

Capacity

The Council's strategic risk register and medium term financial plan will be updated to support the Council Plan 2007-2010. The Council has recently agreed a People Strategy. Key elements of this include a substantial staff training programme, work force planning, Single Status and Investors in People reaccreditation. The Council is making a substantial investment in ICT including the basic ICT infrastructure (complete by the end of June), an improved Internet portal and the re-engineering of our business processes to support improved customer service.

Performance Management

Key milestones will include the Council Plan, an electronic complaints system, an outsourced customer panel for measuring our customer standards and customer satisfaction levels, the embedding of appraisals, team action plans in support of service business plans and a performance framework for the Local Strategic Partnership

Achievement and Improvement

We have identified four areas of immediate focus for performance improvement: streetscene, the speed of processing planning applications, customer service (including a much stronger approach to diversity) and strategic housing. Our improvement plan will set specific targets in respect of these and actions in support of them.

BROMSGROVE DISTRICT COUNCIL

EXECUTIVE CABINET

12TH JULY 2006

MODERN COUNCILLOR PROGRAMME JULY 2006

Responsible Portfolio Holder	Cllr Roger Hollingworth
Responsible Head of Service	Clare Armour

1. **Summary**

- 1.1 This report gives an update on the development of Bromsgrove District Council's "Modern Councillor Programme" and sets out recommendations for implementation.

2. **Recommendation**

- 2.1 To approve the roles and responsibilities for Councillors in the attached document (Appendix A)
- 2.2 That these roles and responsibilities are adopted as part of the Council's constitution (with the exception of the specific "ward councillor" role).
- 2.3 To approve the "essential" and "desirable" training requirements for each role as outlined in Appendix B.
- 2.4 To support the procurement of a provider to work in partnership with the Council to deliver its Councillor training requirements.
- 2.4 To support the external accreditation of the Councillor development programme.
- 2.5 To agree to work towards the achievement of the IDeA national charter on Member Development (Appendix C).

3. **Background**

- 3.1 Effective Councillor development has been cited as a key part of the Council's improvement plan and has also been highlighted by the Monitoring Board as a fundamental area of work. A Member Development Programme was implemented for Bromsgrove Council for the period October 2005 – March 2006 following a training needs analysis conducted by an external consultant "Advanced Human Resources". The programme was put together by the Member Development Working Party. The programme included courses such as media training, speed reading, IT, financial awareness and equality and diversity. However the courses

were not well attended and Councillors did not feel that they really addressed their needs. As a result, Councillor development remains a key area of review for the Monitoring Board.

- 3.2 In response to this, the Leader of the Council (Cllr Roger Hollingworth), together with the leader of the Labour Group (Cllr Peter McDonald) and the WRRRA Group (Cllr Geoff Denaro) asked the Council's Human Resources department to draw up proposals based on job roles for Councillors. These have been developed in consultation with Councillors and are attached at Appendix A.
- 3.3 A list of "essential" and "desirable" training has been identified for each of the roles (Appendix B).
- 3.4 Group leaders have undertaken to meet with Councillors to discuss their current and potential future roles and any development needs. This has been done to ascertain the priority areas for training.
- 3.5 A number of organisations have been contacted to ascertain their interest in working in partnership with the Council to deliver a Councillor development programme. This would include all the identified "essential" training and the priority areas of "desirable" training. Administrative support for training will be provided by the Council (in Human Resources and Organisational Development) and will include pro-active reminders and support for Councillors. A list of organisations who have been approached is attached at Appendix D. It is proposed that those organisations who respond, are invited to submit a proposal for a specification to deliver the Modern Councillor Programme. This would be done in line with the Council's procurement regulations. This will be a Type 2 procurement process requiring at least three written quotations. The final choice of provider will be made by the Group leaders involved in the working group, indicated in 3.2 above.
- 3.6 The Improvement and Development Agency have produced a national charter for Member Development. This is seen as good practice. It is recommended that the Council agree to work towards this standard.
- 3.7 Some Council's have managed to get accreditation from a national body for their Councillor programme e.g. Halton Council. This gives Councillors who complete an agreed programme of development a recognised qualification. This would give Councillors an excellent opportunity to get further development whilst in their role and may even attract more people to think about standing for Council. It is therefore proposed that the Council seek similar accreditation, if possible through the provider chosen to deliver the programme.

6. **Financial Implications**

- 6.1 Funding for Councillor development is already in place. Additional administrative support is available through the Capacity Fund in the short

term. However any additional long term administrative support to the programme may have financial implications.

7. **Legal Implications**

- 7.1 There are no legal implications however an effective Councillor development programme will assist Bromsgrove Council in meeting statutory requirements

8. **Corporate Objectives**

- 8.1 This report supports all the corporate objectives. However in particular it relates to “Be and Efficient and Effective Council”.

9. **Risk Management**

- 9.1 The failure of the Council to implement an effective development programme for Councillors will impact significantly on its ability to meet its recovery programme and capacity to improve.

Background Papers

- Appendix A Councillor Roles
- Appendix B Training Plan
- Appendix C IDEA Example of National Charter
- Appendix D List of potential providers

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Bromsgrove District Council
Modern Councillor Programme
Job Roles
Final June 2006

Appendix A

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Leader of the Council

1. Key Purpose of the Role

- 1.1 The Leader of the Council will provide visible strategic leadership and direction for the Council. In doing so, he/she will adopt and promote the principles of mutual respect, constructive engagement and a recognition that the common good of Bromsgrove and its citizens is paramount.
- 1.2 The Leader of the Council, with the Chief Executive Officer and the Monitoring Officer and Chairman, will determine the agendas for Council meetings.
- 1.3 The Leader of the Council will work with Cabinet Members to ensure the effective delivery of services against agreed policies of the Council and ensure the delivery of the Executive's responsibilities.
- 1.4 The Leader of the Council has such delegated powers as is authorised by the Constitution.
- 1.5 The Leader of the Council will be the primary link between the Chief Executive, Corporate Directors and the Assistant Chief Executive. The Heads of Service will work closely with the Cabinet in the formulation and development of new policies and objectives.
- 1.6 The Leader of the council will report regularly to Council and the Committees and Boards to engender corporate ownership and awareness.
- 1.7 The Leader of the Council will act as an ambassador of the whole Council, its citizens and businesses on external bodies that enhance the reputation and standing of the District of Bromsgrove (outside civic and ceremonial roles and functions).

2. Duties and Responsibilities

- 2.1 To act as the Chairman of the Cabinet.
- 2.2 To appoint the Cabinet members and allocate areas of responsibility – known as portfolios to Cabinet members.
- 2.3 To lead in the performance appraisal procedures for the Chief Executive and through the Cabinet, to agree the method of appraisal and frequency.
- 2.4 To lead on the development of local, regional, national and European policy and strategic initiatives (including area –wide strategic partnerships) covered by Portfolio functions. In doing so, to promoting the Council's interests and the interests of the citizens and businesses of Bromsgrove District.

- 2.5 In the absence of the relevant Cabinet Councillor at any cabinet meeting, to undertake the functions/responsibilities of the same as appropriate.
- 2.6 To liaise with the relevant chairman(men) of the Scrutiny Steering Board and Performance Management Board and Audit Board as required, when items arise which are not in the Forward Plan but which the Cabinet need to consider as a matter of urgent business.
- 2.7 To attend meetings of the Boards as required and be subject to examination in respect of any aspect of Council policies and objectives.
- 2.8 To ensure that the recommendations of Boards are fully considered in the formulation and development of Council policy.
- 2.9 To ensure the effective communication and explanation of all Executive decisions and recommendations to Council and to the public.
- 2.10 To ensure that the Cabinet manages the business of the Council within the financial limits set by the Council
- 2.11 To meet with the Council's External Auditor and the Chief Executive, with other members of the Cabinet, to discuss the annual Audit Management Letter and report, as necessary, from there to Council or the Cabinet.
- 2.12 To meet regularly with the Chief Executive to monitor and review the progress of the Council towards it achieving its approved objectives and priorities.
- 2.13 To agree the business to be included in the agenda for each meeting of the Cabinet, in conjunction with the Chief Executive.
- 2.14 To report to the Council on decisions taken by the Cabinet.
- 2.15 The Leader of the Council will have overall responsibility for:
 - The political leadership of the Council
 - Developing and implementing the policy framework (subject to the approval of the Council)
 - Determining revenue and capital budget strategies and priorities (subject to the approval of the Council)
 - Ensuring probity and financial monitoring
 - Acting as Chief Spokesperson for the Council
 - Representing the views of the Council on matters of corporate or strategic policy to Government and other bodies relevant to the Council's work
 - The delivery of agreed Council priorities, strategies and policies
 - Ensuring the production of a Community Strategy with other key organisations in the public, private and voluntary sectors (subject to the

approval of the Council) and acting as spokesperson on behalf of the community as a whole

- Monitoring the work of the individual portfolio holders within the Cabinet
- Ensuring that learning opportunities for Councillors are in place and that they are relevant and effective.
- Promoting the work of the Council
- Acting as a final arbitrator between portfolio holders within the Cabinet

2.16 To establish and maintain effective and efficient working relations with the leaders of other groups, the cabinet, chairs of other committees/boards, overview and scrutiny, other Members and officers as appropriate.

3.0 **Corporate Decision Making**

In addition to his or her role as Leader of the Council, the Leader will

3.1 Be a full voting member of the Council which will:-

- be the principal forum of debate for matters of community and public interest
- determine the overall policies and finances which will guide and direct the delivery of services

4.0 **Local Representative Role**

4.1 The Councillor will perform a local representational role for his or her constituents. Councillors will develop their own methods and arrangements to keep in touch with their local communities and neighbourhoods so that local views come to have a bearing on policy development and formulation and the decision making process. These may include

- Conducting regular ward surgeries as appropriate
- Attending community/ Parish Council meetings (where appropriate)
- Direct canvassing of ward residents

4.2 Through these methods, Councillors will play a significant part in the consultations on:

- The development of Council plans
- Fundamental reviews of services
- Local initiatives, for example on community safety
- The community planning process, generally

4.3 Councillors will respond to constituent's enquiries and representations, fairly and impartially and effectively represent the interests of their wards and of individual constituents

5.0 **Ways of Working**

5.1 To comply with the Council's Code of Conduct and protocols or such other code of conduct / protocols as the Council may from time to time adopt

5.2 To comply with the Member/ Officer protocol as set out in the Constitution

5.3 To promote the Council's policies on equality and diversity in the workplace, in partnerships and in service provision.

5.4 To keep abreast of national best practice/ new initiatives relating to local government so as to ensure the continuous improvement of Council services.

5.5 To take part in training and development programmes and to ensure that this role is undertaken as effectively as possible.

5.6 To make use of technology as an effective means of communication.

Leader of the Opposition

1. Key Purpose of the Role

- 1.1 To liaise with the Leader of the council on behalf of all minority political groups.
- 1.2 To adopt and promote the principles of mutual respect, constructive engagement and a recognition that the common good of Bromsgrove and its citizens is paramount.
- 1.3 To provide constructive challenge to decisions that, in the view of the opposition, are not in the best interests of the residents of Bromsgrove district.
- 1.4 To work with the Council to ensure that services are provided to the highest quality possible and for tax payers money to be well spent and to be seen to be well spent.

2. Key Duties and Responsibilities

- 2.1 To work with other political groups on the Council to achieve a vigorous, fair and balanced debate on issues of concern to Bromsgrove and its citizens and in particular to encourage group members to:
 - Respect the differing views of Members of different political groups
 - Develop constructive styles of working between Members
 - Develop constructive styles of working with Officers
- 2.2 To work with other Group Leaders on issues of common concern
- 2.3 To lead the opposition group ensuring;
 - Members of the group abide by the Member/Officer protocol
 - Adequate liaison with the Leader of the Council to further the interests of Bromsgrove District Council.
 - To ensure constructive criticism, alternatives and amendments are provided by the opposition, where appropriate, on all proposed decisions by the Cabinet.
 - To ensure the process of nomination from the opposition to serve on the Boards, Committees and local outside bodies take place.
 - To ensure that learning opportunities for Councillors are in place and that they are relevant and effective.
- 2.4 To establish and maintain effective and efficient working relations with the leaders of other groups, the cabinet, chairmen of other committees/boards, other Members and officers as appropriate.

3.0 Local Representative Role

3.1 The Councillor will perform a local representational role for his or her constituents. Councillors will develop their own methods and arrangements to keep in touch with their local communities and neighbourhoods so that local views come to have a bearing on policy development and formulation and the decision making process. These may include

- Conducting regular ward surgeries as appropriate
- Attending community/ Parish Council meetings (where appropriate)
- Direct canvassing of ward residents

3.2 Through these methods, Councillors will play a significant part in the consultations on:

- The development of Council plans
- Fundamental reviews of services
- Local initiatives, for example on community safety
- The community planning process, generally

3.3 Councillors will respond to constituent's enquiries and representations, fairly and impartially and effectively represent the interests of their wards and of individual constituents

4.0 Ways of Working

4.1 To comply with the Council's Code of Conduct and protocols or such other code of conduct / protocols as the Council may from time to time adopt

4.2 To comply with the Member/ Officer protocol as set out in the Constitution

4.3 To promote the Council's policies on equality and diversity in the workplace, in partnerships and in service provision.

4.4 To keep abreast of national best practice/ new initiatives relating to local government so as to ensure the continuous improvement of Council services.

4.5 To take part in training and development programmes and to ensure that this role is undertaken as effectively as possible.

4.6 To make use of technology as an effective means of communication.

Deputy Leader

1. Key Purpose of the Role

- 1.1 To support and deputise for the Leader of the Council in his/her executive functions.

2.0 Key Duties and Responsibilities

- 2.1 To lead and chair the cabinet where appropriate and ensure their overall effectiveness in the absence of the Leader of the Council.
- 2.2 To support and deputise for the Leader of the Council in his/her community liaison responsibilities.
- 2.3 To assist the Leader in co-ordinating the work of the Cabinet.
- 2.4 To establish and maintain effective and efficient working relations with the leaders of other groups, the cabinet, chairmen of other committees/boards, other Members and officers as appropriate.

3.0 Local Representative Role

- 3.1 The Councillor will perform a local representational role for his or her constituents. Councillors will develop their own methods and arrangements to keep in touch with their local communities and neighbourhoods so that local views come to have a bearing on policy development and formulation and the decision making process. These may include
 - Conducting regular ward surgeries as appropriate
 - Attending community/ Parish Council meetings (where appropriate)
 - Direct canvassing of ward residents
- 3.2 Through these methods, Councillors will play a significant part in the consultations on:
 - The development of Council plans
 - Fundamental reviews of services
 - Local initiatives, for example on community safety
 - The community planning process, generally
- 3.3 Councillors will respond to constituent's enquiries and representations, fairly and impartially and effectively represent the interests of their wards and of individual constituents

4.0 Ways of Working

- 4.1 To comply with the Council's Code of Conduct and protocols or such other code of conduct / protocols as the Council may from time to time adopt
- 4.2 To comply with the Member/ Officer protocol as set out in the Constitution
- 4.3 To promote the Council's policies on equality and diversity in the workplace, in partnerships and in service provision.
- 4.4 To keep abreast of national best practice/ new initiatives relating to local government so as to ensure the continuous improvement of Council services.
- 4.5 To take part in training and development programmes and to ensure that this role is undertaken as effectively as possible.
- 4.6 To make use of technology as an effective means of communication.

Chairmen of the Audit, Performance Management and Scrutiny Steering Boards

1. Key Purpose of the Role

- 1.1 To chair a Board covering the areas of responsibility determined by the Council and in particular;
- To scrutinise budgets, plans policies and strategies proposed by the Executive to ensure that it is effectively held to account for its decisions and performance.
 - To monitor and review policies, strategies and budget decisions and implementation of proposals.
 - To monitor performance and any consequential proposals or recommendations.
 - To identify and pursue cross-cutting strategy issues and ensure a corporate approach to overview and scrutiny.
 - To ensure Councillors information needs are met so that they can contribute fully to decision making with the panel.
- 1.2 To initiate and develop constructive relationships with Members of the Executive and Senior Officers.

2.0 Key Duties and Responsibilities

- 2.1 To establish a manageable programme of work for the Board which reflects the wishes of the Members of the Panel
- 2.2 To liaise and communicate on a regular basis with relevant officers and specialists to ensure the receipt of appropriate advice to inform effective overview and scrutiny
- 2.3 To set up mechanisms to ensure regular contact with Non Executive Councillors, community representatives and local stakeholders to inform effective overview and scrutiny
- 2.4 To share good practice, promote the work and independence of the process and further develop the overview and scrutiny role
- 2.5 To assist in the development or review of policy or practice in specific areas either which have been referred by the Executive or which the Board themselves have identified and to make recommendations to the Executive on them.
- 2.6 To contribute on the development or review of policies and practices in areas that cover more than one Board.

- 2.7 To establish and maintain effective and efficient working relations with the leaders of other groups, the cabinet, chairmen of other committees/boards, other Members and officers as appropriate.
- 2.8 To undertake scrutiny functions in a positive and constructive manner which enhances the image and reputation of the Council.
- 2.9 To ensure that the Board only acts within its terms of reference.

3.0 Specific Duties for Chairman of the Audit Board

- 3.1 To ensure that the Board monitors the good stewardship of the Council's resources through the work of the Internal Audit function.
- 3.2 To ensure that the Board monitors both internal and external audit performance including the implementation of audit recommendations and monitoring of annual accounts.
- 3.3 To ensure the Board works in partnership with the Executive, Cabinet, Scrutiny and officers to ensure that good stewardship of the Council's resources deliver better outcomes for the people of Bromsgrove District.
- 3.3 To ensure that the Board complies with the Council's Audit Board Procedure Rules.

4.0 Local Representative Role

- 4.1 The Councillor will perform a local representational role for his or her constituents. Councillors will develop their own methods and arrangements to keep in touch with their local communities and neighbourhoods so that local views come to have a bearing on policy development and formulation and the decision making process. These may include
 - Conducting regular ward surgeries as appropriate
 - Attending community/ Parish Council meetings (where appropriate)
 - Direct canvassing of ward residents
- 4.2 Through these methods, Councillors will play a significant part in the consultations on:
 - The development of Council plans
 - Fundamental reviews of services
 - Local initiatives, for example on community safety
 - The community planning process, generally
- 4.3 Councillors will respond to constituent's enquiries and representations, fairly and impartially and effectively represent the interests of their wards and of individual constituents

5.0 Ways of Working

- 5.1 To comply with the Council's Code of Conduct and protocols or such other code of conduct / protocols as the Council may from time to time adopt
- 5.2 To comply with the Member/ Officer protocol as set out in the Constitution
- 5.3 To promote the Council's policies on equality and diversity in the workplace, in partnerships and in service provision.
- 5.4 To keep abreast of national best practice/ new initiatives relating to local government so as to ensure the continuous improvement of Council services.
- 5.5 To take part in training and development programmes and to ensure that this role is undertaken as effectively as possible.
- 5.6 To make use of technology as an effective means of communication.

Member of the Audit, Performance Management and Scrutiny Steering Boards

1. Key Purpose of the Role

- 1.1 To contribute actively in the work of the Council when he/she is not a member of the Cabinet.

2.0 Key Duties and Responsibilities

- 2.1 In relation to any Board of which he/she is a member

- To scrutinise budgets, plans policies and strategies proposed by the Executive to ensure that it is effectively held to account for its decision and performance.
- To monitor and review policies, strategies and budget decisions and implementation of proposals.
- To monitor performance and any consequential proposals or recommendations.
- To assist in the identification and examination of cross-cutting issues.
- To assist in the development or review of policy and practice in specific areas either which have been referred by the Cabinet or which a Board has identified.

- 2.2 To initiate and develop constructive relationships with Members of the Executive and officers.

- 2.3 To contribute to the development of a manageable programme of work for the Board which is based on an identified need and which reflects the wishes of Members of the Board.

- 2.4 To liaise and communicate on a regular basis with relevant officers and specialists to ensure the receipt of appropriate advice to inform effective overview and scrutiny.

- 2.5 To establish and maintain effective and efficient working relations with the leaders of other groups, the cabinet, chairmen of other committees/boards, other Members and officers as appropriate.

3.0 Specific Duties of a Member of the Audit Board

- 3.1 To contribute effectively to the monitoring of both internal and external audit performance including the implementation of audit recommendations and monitoring of annual accounts.

- 3.2 To comply with the Council's Audit Board Procedure Rules

4.0 Local Representative Role

4.1 The Councillor will perform a local representational role for his or her constituents. Councillors will develop their own methods and arrangements to keep in touch with their local communities and neighbourhoods so that local views come to have a bearing on policy development and formulation and the decision making process. These may include

- Conducting regular ward surgeries as appropriate
- Attending community/ Parish Council meetings (where appropriate)
- Direct canvassing of ward residents

4.2 Through these methods, Councillors will play a significant part in the consultations on:

- The development of Council plans
- Fundamental reviews of services
- Local initiatives, for example on community safety
- The community planning process, generally

4.3 Councillors will respond to constituent's enquiries and representations, fairly and impartially and effectively represent the interests of their wards and of individual constituents

5.0 Ways of Working

5.1 To comply with the Council's Code of Conduct and protocols or such other code of conduct / protocols as the Council may from time to time adopt

5.2 To comply with the Member/ Officer protocol as set out in the Constitution

5.3 To promote the Council's policies on equality and diversity in the workplace, in partnerships and in service provision.

5.4 To keep abreast of national best practice/ new initiatives relating to local government so as to ensure the continuous improvement of Council services.

5.5 To take part in training and development programmes and to ensure that this role is undertaken as effectively as possible.

5.6 To make use of technology as an effective means of communication.

Ward Councillor

1. Key Purpose of the Role

- 1.1 To participate constructively and effectively in the good governance of the Council and the local area.

2.0 Key Duties and Responsibilities

- 2.1 To deal effectively with the concerns of local residents on issues pertaining to the Council and its partners.
- 2.2 To represent effectively the interests of the ward for which he/she is elected.
- 2.3 To participate effectively in all relevant consultative processes with the local community and with other organisations.
- 2.4 To develop and maintain a working knowledge of the organisations, services and activities and other matters which affect and impact on the local community.
- 2.5 To participate actively and effectively as a member on any scrutiny, regulatory or other Committee/Board, assembly or forum to which the Councillor is appointed and respect the role of the Chairman. To undertake appropriate training in relation to this role.
- 2.6 To participate, where appropriate in the scrutiny of the services and policies of the authority and their effectiveness in meeting the strategic objectives of the authority and the needs of its residents.
- 2.7 To participate, where appropriate, in the scrutiny of services provided by external organisations or bodies.
- 2.8 To fulfil the statutory requirements of an elected member of a local authority and to participate in those decisions and activities reserved to the full Council.
- 2.9 To develop and maintain a working knowledge of the authority's services, management arrangements, powers, duties and constraints.
- 2.10 To establish and maintain effective and efficient working relations with the leaders of other groups, the cabinet, chairmen of other committees/boards, other Members and officers as appropriate.
- 2.11 To always act in a manner which ensures that challenge to policy is kept at a political level and does not damage the public reputation of individual officers.
- 2.12 To represent the Council on external bodies, acting in the best interests of the Bromsgrove District Council.

2.13 To respond to planning application notifications as appropriate.

3.0 Local Representative Role

3.1 The Councillor will perform a local representational role for his or her constituents. Councillors will develop their own methods and arrangements to keep in touch with their local communities and neighbourhoods so that local views come to have a bearing on policy development and formulation and the decision making process. These may include

- Conducting regular ward surgeries as appropriate
- Attending community/ Parish Council meetings (where appropriate)
- Direct canvassing of ward residents

3.2 Through these methods, Councillors will play a significant part in the consultations on:

- The development of Council plans
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- Local initiatives, for example on community safety
- The community planning process, generally

3.3 Councillors will respond to constituent's enquiries and representations, fairly and impartially and effectively represent the interests of their wards and of individual constituents

4.0 Ways of Working

4.1 To comply with the Council's Code of Conduct and protocols or such other code of conduct / protocols as the Council may from time to time adopt

4.2 To comply with the Member/ Officer protocol as set out in the Constitution

4.3 To promote the Council's policies on equality and diversity in the workplace, in partnerships and in service provision.

4.4 To keep abreast of national best practice/ new initiatives relating to local government so as to ensure the continuous improvement of Council services.

4.5 To take part in training and development programmes and to ensure that this role is undertaken as effectively as possible.

4.6 To make use of technology as an effective means of communication.

Chairman of Scrutiny Task and Finish Groups

1. Key Purpose of the Role

- 1.1 To preside over Scrutiny Task and Finish Groups in a manner that encourages contributions and achieves the objectives of the group and the meeting.

2.0 Key Duties and Responsibilities

- 2.1 To be accountable to the Scrutiny Steering Board for the efficiency and effectiveness of the Task and Finish Group.
- 2.2 To develop and agree terms of reference with the Scrutiny Steering Board.
- 2.3 To ensure that the Task and Finish Group only acts within its terms of reference.
- 2.4 To present recommendations of the Task and Finish Group to the Scrutiny Steering Board as required.
- 2.5 To liaise and communicate on a regular basis with relevant officers and specialists to ensure the receipt of appropriate advice, evidence and information to inform effective overview and scrutiny.
- 2.6 To ensure the overall integrity of the decision making process within the Task and Finish Group and that the process operates fairly and openly.
- 2.7 To work with democratic services to confirm the work plan and set the agenda for meetings.
- 2.8 To establish and maintain effective and efficient working relations with the leaders of other groups, the cabinet, chairmen of other committees/boards, other Members and officers as appropriate.

3.0 Local Representative Role

- 3.1 The Councillor will perform a local representational role for his or her constituents. Councillors will develop their own methods and arrangements to keep in touch with their local communities and neighbourhoods so that local views come to have a bearing on policy development and formulation and the decision making process. These may include
 - Conducting regular ward surgeries as appropriate
 - Attending community/ Parish Council meetings (where appropriate)
 - Direct canvassing of ward residents
- 3.2 Through these methods, Councillors will play a significant part in the consultations on:

- The development of Council plans
 - Fundamental reviews of services
 - Local initiatives, for example on community safety
 - The community planning process, generally
- 3.3 Councillors will respond to constituent's enquiries and representations, fairly and impartially and effectively represent the interests of their wards and of individual constituents
- 4.0 **Ways of Working**
- 4.1 To comply with the Council's Code of Conduct and protocols or such other code of conduct / protocols as the Council may from time to time adopt
- 4.2 To comply with the Member/ Officer protocol as set out in the Constitution
- 4.3 To promote the Council's policies on equality and diversity in the workplace, in partnerships and in service provision.
- 4.4 To keep abreast of national best practice/ new initiatives relating to local government so as to ensure the continuous improvement of Council services.
- 4.5 To take part in training and development programmes and to ensure that this role is undertaken as effectively as possible.
- 4.6 To make use of technology as an effective means of communication.

Chairman of Committees

1. Key Purpose of the Role

- 1.1 To preside over Committee meetings in a manner that encourages contributions and achieves the objectives of the meeting; including the resolution of conflict.

2.0 Key Duties and Responsibilities

- 2.1 To be accountable to the Council for the efficiency and effectiveness of Committee meetings.
- 2.2 To ensure that the Committee only acts within its terms of reference.
- 2.3 To ensure that the Committee complies with the requirements of Standing Orders, Financial Regulations, Council policies and relevant legislation.
- 2.4 To present recommendations of the Committee/Board to Cabinet/ Council as required through minutes or attendance at appropriate meetings..
- 2.5 To act as spokesperson for the Council for matters within the jurisdiction of the Committee, liaising with the Council's media office and relevant Cabinet members where appropriate.
- 2.6 To work with officers to enable efficient and effective decision making.
- 2.7 To ensure the overall integrity of the decision making process within the Committee and that the process operates fairly and openly.
- 2.8 To hold pre meetings/ briefings with Vice Chairman and officers where appropriate.
- 2.9 To approve draft minutes and agree agendas etc with officers.
- 2.10 To establish and maintain effective and efficient working relations with the leaders of other groups, the cabinet, chairmen of other committees/boards, other Members and officers as appropriate.

3.0 Specific Duties for Chairmen of Planning and Licensing Committees

- 3.1 To ensure a thorough knowledge and understanding of the functions of the Committee.
- 3.2 To manage the agenda of the Committees and chair its meetings.
- 3.3 To oversee the function of the Committees and to ensure the efficient discharge of its business.

- 3.4 To monitor the preparation and presentation of reviews of the work of the Committee and to ensure that the outcomes of them are fully taken into account in the policy formulation to the Council.
- 3.5 To ensure Councillor's information needs are met e.g. through background papers so that they can fully contribute to the decision making process.

4.0 Local Representative Role

4.1 The Councillor will perform a local representational role for his or her constituents. Councillors will develop their own methods and arrangements to keep in touch with their local communities and neighbourhoods so that local views come to have a bearing on policy development and formulation and the decision making process. These may include

- Conducting regular ward surgeries as appropriate
- Attending community/ Parish Council meetings (where appropriate)
- Direct canvassing of ward residents

4.2 Through these methods, Councillors will play a significant part in the consultations on:

- The development of Council plans
- Fundamental reviews of services
- Local initiatives, for example on community safety
- The community planning process, generally

4.3 Councillors will respond to constituent's enquiries and representations, fairly and impartially and effectively represent the interests of their wards and of individual constituents

5.0 Ways of Working

5.1 To comply with the Council's Code of Conduct and protocols or such other code of conduct / protocols as the Council may from time to time adopt

5.2 To comply with the Member/ Officer protocol as set out in the Constitution

5.3 To promote the Council's policies on equality and diversity in the workplace, in partnerships and in service provision.

5.4 To keep abreast of national best practice/ new initiatives relating to local government so as to ensure the continuous improvement of Council services.

5.5 To take part in training and development programmes and to ensure that this role is undertaken as effectively as possible.

4.6 To make use of technology as an effective means of communication.

Vice Chairmen of Committees

1.0 Key Purpose of the Role

- 1.1 To support and deputise for the Chairman in his/her roles and responsibilities.

2.0 Key Duties and Responsibilities

- 2.1 To lead and chair the committee and its overall effectiveness in the absence of the chairman.
- 2.2 To establish and maintain effective and efficient working relations with the leaders of other groups, the cabinet, chairmen of other committees/boards, other Members and officers as appropriate.
- 2.3 To attend pre meetings/ briefings with the Chairman and officers where appropriate.

3.0 Local Representative Role

- 3.1 The Councillor will perform a local representational role for his or her constituents. Councillors will develop their own methods and arrangements to keep in touch with their local communities and neighbourhoods so that local views come to have a bearing on policy development and formulation and the decision making process. These may include
 - Conducting regular ward surgeries as appropriate
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 - Local initiatives, for example on community safety
 - The community planning process, generally
 - 3.3 Councillors will respond to constituent's enquiries and representations, fairly and impartially and effectively represent the interests of their wards and of individual constituents
- ## 4.0 Ways of Working
- 4.1 To comply with the Council's Code of Conduct and protocols or such other code of conduct / protocols as the Council may from time to time adopt

- 4.2 To comply with the Member/ Officer protocol as set out in the Constitution
- 4.3 To promote the Council's policies on equality and diversity in the workplace, in partnerships and in service provision.
- 4.4 To keep abreast of national best practice/ new initiatives relating to local government so as to ensure the continuous improvement of Council services.
- 4.5 To take part in training and development programmes and to ensure that this role is undertaken as effectively as possible.
- 4.6 To make use of technology as an effective means of communication.

Chairman of the Council

1. Key Purpose of Role

- 1.1 The Chairman of the Council is elected to be the first citizen of Bromsgrove and will represent the Council at ceremonial, civic and other functions inside and outside of Bromsgrove. He/she will receive civic guests, delegations and visitors, host civic occasions and provide civic hospitality.

2.0 Key Duties and Responsibilities

- 2.1 To preside over meetings of the full Council, preserve order in meetings and ensure that proceedings are conducted impartially and in a proper manner and with regards to the rights of Councillors and the interests of the community.
- 2.2 To ensure that all councillors have the opportunity to contribute to debates subject to the relevant standing orders and constitution.
- 2.3 To uphold and promote the purposes of the constitution and interpreting it when necessary.
- 2.4 To ensure that the Council meeting is a forum for debate of matters of concern to the local community.
- 2.5 To determine that the Council meeting is properly constituted and that a quorum is present.
- 2.6 To inform himself/herself as to the business and objects of the meeting.
- 2.7 To ensure that discussions at Council are within the scope of the meeting and within the time limits provided.
- 2.8 To rule a point of order and other incidental questions which require decision at the time.
- 2.9 To put relevant questions to the meeting and take a vote thereon; causing a named vote or ballot to be taken if demanded; if necessary to give a second or casting vote; to declare the result.
- 2.10 To adjourn the Council meeting when circumstances justify or require that course.
- 2.11 To declare the Council meeting closed when business is completed.
- 2.12 To act in a proper and dignified manner at all times as befits the office
- 2.13 To establish and maintain effective and efficient working relations with the leaders of other groups, the cabinet, chairmen of other committees/boards, other Members and officers as appropriate.

2.14 The Chairman can not be a member of the Cabinet.

3.0 Local Representative Role

3.1 The Councillor will perform a local representational role for his or her constituents. Councillors will develop their own methods and arrangements to keep in touch with their local communities and neighbourhoods so that local views come to have a bearing on policy development and formulation and the decision making process. These may include

- Conducting regular ward surgeries as appropriate
- Attending community/ Parish Council meetings (where appropriate)
- Direct canvassing of ward residents

3.2 Through these methods, Councillors will play a significant part in the consultations on:

- The development of Council plans
- Fundamental reviews of services
- Local initiatives, for example on community safety
- The community planning process, generally

3.3 Councillors will respond to constituent's enquiries and representations, fairly and impartially and effectively represent the interests of their wards and of individual constituents

4.0 Ways of Working

4.1 To comply with the Council's Code of Conduct and protocols or such other code of conduct / protocols as the Council may from time to time adopt

4.2 To comply with the Member/ Officer protocol as set out in the Constitution

4.3 To promote the Council's policies on equality and diversity in the workplace, in partnerships and in service provision.

4.4 To keep abreast of national best practice/ new initiatives relating to local government so as to ensure the continuous improvement of Council services.

4.5 To take part in training and development programmes and to ensure that this role is undertaken as effectively as possible.

4.6 To make use of technology as an effective means of communication.

Cabinet Member

Cabinet Member

1. Key Purpose of the Role

- 1.1 To provide visible leadership in the area of their portfolio functions and responsibilities to the Council. To form the link between Members and Officers. To assist in the development of appropriate new policies for consideration by Cabinet. To ensure policies are implemented effectively.

2.0 Key Duties and Responsibilities

- 2.1 To take the lead role in:

- Overseeing strategies and plans for the services for which they are responsible.
- Examining and agreeing with heads of Service the departmental budget prior to submission to Cabinet.
- Meeting not less than bi-monthly with Head of Service to ensure budget spending profile is in accordance with agreed budget approvals.
- Ensuring budget corrective action taken is in line with defined strategy and policy.
- Ensuring delivery of plans and strategies are efficient and effective to provide the agreed standard of service.

- 2.2 To be the principal spokesman for the services for which they are responsible.

- 2.3 To ensure that officers consult and keep informed, as necessary, Members, Residents and businesses of Bromsgrove District on all matters covered by the Portfolio functions/ responsibilities.

- 2.4 To ensure appropriate representation for the Council on District wide, regional and national bodies, or at events or conferences for the services for which they are responsible.

- 2.5 To work in collaboration with the Leader, other Cabinet Members and other relevant Members of the Council, MPs and external bodies, to enhance the image and reputation of Bromsgrove and, where appropriate, advocate for resources/inward investment and regeneration for the benefit of the residents of Bromsgrove District.

- 2.6 To refer, as necessary, to the appropriate Officer any issues which fall within the scope of their duties.

- 2.7 To establish and maintain effective and efficient working relations with the leaders of other groups, the cabinet, chairmen of other committees/boards, other Members and officers as appropriate.
- 2.8 To take collective and individual responsibility to work with other Cabinet Members so as to ensure the effective and efficient operation of the Council.
- 2.9 To agree with Heads of Services, appropriate performance objectives and targets for services for which they are responsible
- 2.10 To assist the Council's Board by ensuring that their recommendations are fully considered.
- 2.11 To provide support and assistance to the Leader of the Council.
- 2.12 To work with the Leader, Chief Executive, Directors and Heads of Service to ensure effective and efficient delivery of the Council's corporate plan and, in particular, the continuous improvement of all services covered by their portfolio.
- 2.13 To ensure compliance with any relevant legislative provisions, best practice and good governance arrangements with regard to local government.
- 2.14 To promote the Council's policies on equality and diversity in the workplace and in service provision.

3.0 Local Representative Role

- 3.1 The Councillor will perform a local representational role for his or her constituents. Councillors will develop their own methods and arrangements to keep in touch with their local communities and neighbourhoods so that local views come to have a bearing on policy development and formulation and the decision making process. These may include
 - Conducting regular ward surgeries as appropriate
 - Attending community/ Parish Council meetings (where appropriate)
 - Direct canvassing of ward residents
- 3.2 Through these methods, Councillors will play a significant part in the consultations on:
 - The development of Council plans
 - Fundamental reviews of services
 - Local initiatives, for example on community safety
 - The community planning process, generally

- 3.3 Councillors will respond to constituent's enquiries and representations, fairly and impartially and effectively represent the interests of their wards and of individual constituents
- 4.0 **Ways of Working**
- 4.1 To comply with the Council's Code of Conduct and protocols or such other code of conduct / protocols as the Council may from time to time adopt
- 4.2 To comply with the Member/ Officer protocol as set out in the Constitution
- 4.3 To promote the Council's policies on equality and diversity in the workplace, in partnerships and in service provision.
- 4.4 To keep abreast of national best practice/ new initiatives relating to local government so as to ensure the continuous improvement of Council services.
- 4.5 To take part in training and development programmes and to ensure that this role is undertaken as effectively as possible.
- 4.6 To make use of technology as an effective means of communication.

Vice Chairman of the Council

1. Key Purpose of Role

- 1.1 The Vice Chairman of the Council is elected to deputise and support the Chairman of Bromsgrove District and will represent the Council at ceremonial, civic and other functions inside and outside of Bromsgrove in that capacity as appropriate. He/she will receive civic guests, delegations and visitors, host civic occasions and provide civic hospitality as required.

2.0 Key Duties and Responsibilities

- 2.1 To provide support and deputise for the Chairman of the Council.
- 2.2 To act as an ambassador for the council both inside and external to Bromsgrove District.
- 2.3 To ensure that the Chairman of the Council is made aware of any Councillor wishing to speak at a Council meeting.
- 2.4 To ensure that Councillors speaking during Council meetings do so within the time limits set.

3.0 Local Representative Role

- 3.1 The Councillor will perform a local representational role for his or her constituents. Councillors will develop their own methods and arrangements to keep in touch with their local communities and neighbourhoods so that local views come to have a bearing on policy development and formulation and the decision making process. These may include
- Conducting regular ward surgeries as appropriate
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 - Local initiatives, for example on community safety
 - The community planning process, generally
- 3.3 Councillors will respond to constituent's enquiries and representations, fairly and impartially and effectively represent the interests of their wards and of individual constituents

4.0 **Ways of Working**

- 4.1 To comply with the Council's Code of Conduct and protocols or such other code of conduct / protocols as the Council may from time to time adopt
- 4.2 To comply with the Member/ Officer protocol as set out in the Constitution
- 4.3 To promote the Council's policies on equality and diversity in the workplace, in partnerships and in service provision.
- 4.4 To keep abreast of national best practice/ new initiatives relating to local government so as to ensure the continuous improvement of Council services.
- 4.5 To take part in training and development programmes and to ensure that this role is undertaken as effectively as possible.
- 4.6 To make use of technology as an effective means of communication.

Appendix B

INDUCTION Essential	WARD COUNCILLOR Essential	MEMBER OF 'BOARDS' Essential	CHAIR OF SCRUTINY ETC Essential
Mission, Vision & Values of BDC	Equality & Diversity awareness	Specific role as a board member	Effective chairing skills
Structures of the organisation	Health & Safety awareness	Responsibilities & boundaries	Role of Chair person
How the Political part works	Member - Officer behaviour protocol	Specific technical knowledge	Specific technical knowledge of Scrutiny
Key roles and responsibilities Overview of 'Boards'	Code of Conduct and ethics Role of Ward Councillor	Equality & Diversity awareness Health & Safety awareness	Equality & Diversity awareness Decision-making
Overview of Cabinet and Portfolios	Local govt finance	Member - Officer behaviour protocol	Health & Safety awareness
Overview of Council process Decision-making processes		Code of Conduct and ethics Responsibilities and boundaries	Member - Officer behaviour protocol Action planning
How the Officer part works		Local govt finance	Questioning & Listening skills
Services provided by BDC Tour of Service Groups			Local govt finance Code of Conduct and ethics
Current BDC performance			For Audit Board Basic understanding of the role and remit of audit board
Review of business plans/objectives Understanding the Constitution Overview of own role			
Understanding own responsibilities			

INDUCTION Desirable	WARD COUNCILLOR Desirable	MEMBER OF 'BOARDS' Desirable	CHAIR OF SCRUTINY ETC Desirable
Telephone lists Maps	Meetings Best Practice Involving/consulting the community	Surgeries and casework Questioning & Listening skills	Responsibilities & boundaries of role IT training per detailed TNA
Electoral Register	Presentation skills	Problem Solving skills	Building good working relationships
	Report writing skills Presenting business cases	Negotiating/Influencing Skills Personal planning & organising	Role of Ward Councillor
	Managing/using information and data Media skills	Meetings Best Practice Involving/consulting the community	Responsibilities and boundaries Allocation of a Mentor to shadow
	Handling pressure & stress Handling objections well Assertiveness (also covering inappropriate behvaour) Responsibilities and boundaries	Presentation skills Report writing skills Presenting business cases	Get to know your Ward/local area Surgeries and casework Assertiveness (also covering inappropriate behvaour) Problem Solving skills
	Allocation of a Mentor to shadow Get to know your Ward/local area Surgeries and casework Questioning & Listening skills	Managing/using information and data Media skills Handling pressure & stress Handling objections well Assertiveness (also covering inappropriate behvaour) IT training per detailed TNA Role of Ward Councillor	Negotiating/Influencing Skills Personal planning & organising Meetings Best Practice Involving/consulting the community
	Problem Solving skills Negotiating/Influencing Skills Personal planning & organising	IT training per detailed TNA Role of Ward Councillor	Presentation skills Report writing skills Presenting business cases
	IT training per detailed TNA	Allocation of a Mentor to shadow Get to know your Ward/local area	Managing/using information and data Media skills Handling pressure & stress Handling objections well Teambuilding Dealing with difficult people Summarising and note-taking

Appendix B

CHAIR OF 'BOARDS' Essential	CABINET MEMBER Essential	CHAIR OF COMMITTEES Essential	VICE CHAIR OF COMMITTEES Essential
Role of Chair person	Role of Cabinet	Role and responsibilities	Role and responsibilities
Responsibilities & boundaries of role	Role of Cabinet members	Technical knowledge for planning	Technical knowledge for planning
Effective chairing skills	Responsibilities & boundaries of role	Technical knowledge for licencing	Technical knowledge for licencing
Equality & Diversity awareness Health & Safety awareness	Leadership Strategic thinking	Role of Chair person Effective chairing skills Any Other Specific technical knowledge	Role of Chair person Effective chairing skills
Member - Officer behaviour protocol	Partnership working		Specific technical knowledge
Code of Conduct and ethics Specific technical knowledge	Responsibilities & boundaries of role Financial awareness	Local govt finance Equality & Diversity awareness	Equality & Diversity awareness Health & Safety awareness
Local govt finance	Local govt finance	Health & Safety awareness	Member - Officer behaviour protocol
	Member - Officer behaviour protocol Effective chairing skills	Member - Officer behaviour protocol Code of Conduct and ethics	Code of Conduct and ethics
	Equality & Diversity awareness		
	Health & Safety awareness Code of Conduct and ethics		

Appendix B

CHAIR OF 'BOARDS' Desirable	CABINET MEMBER Desirable	CHAIR OF COMMITTEES Desirable	VICE CHAIR OF COMMITTEES Desirable
Summarising and note-taking Strategic thinking	Assertiveness (also covering inappropriate behaviour) Building good working relationships	Decision-making Summarising and note-taking	Summarising and note-taking
How to write policies	Teambuilding	IT training per detailed TNA	IT training per detailed TNA
IT training per detailed TNA Financial awareness	Specific technical knowledge Summarising and note-taking	Responsibilities & boundaries of role Action planning	Role of Ward Councillor Responsibilities and boundaries
Role of Ward Councillor Responsibilities and boundaries	Decision-making Dealing with difficult people	Role of Ward Councillor Responsibilities and boundaries	Allocation of a Mentor to shadow Get to know your Ward/local area
Allocation of a Mentor to shadow Get to know your Ward/local area	IT training per detailed TNA Role of Chair person	Allocation of a Mentor to shadow Get to know your Ward/local area	Surgeries and casework Questioning & Listening skills
Surgeries and casework Questioning & Listening skills	How to write policies Role of Ward Councillor	Surgeries and casework Questioning & Listening skills	Problem Solving skills Negotiating/Influencing Skills
Problem Solving skills Negotiating/Influencing Skills Personal planning & organising Meetings Best Practice	Responsibilities and boundaries Allocation of a Mentor to shadow Get to know your Ward/local area Surgeries and casework	Problem Solving skills Negotiating/Influencing Skills Personal planning & organising Meetings Best Practice	Personal planning & organising Meetings Best Practice Involving/consulting the community Presentation skills
Involving/consulting the community Presentation skills Report writing skills	Questioning & Listening skills Problem Solving skills Negotiating/Influencing Skills	Involving/consulting the community Presentation skills Report writing skills	Report writing skills Presenting business cases Local govt finance
Presenting business cases	Personal planning & organising	Presenting business cases	Managing/using information and data
Managing/using information and data	Meetings Best Practice		Media skills
Media skills Handling pressure & stress	Involving/consulting the community Presentation skills	Managing/using information and data Media skills	Handling pressure & stress Handling objections well
Handling objections well Dealing with difficult people	Report writing skills Presenting business cases	Handling pressure & stress Handling objections well	Responsibilities & boundaries of role Dealing with difficult people
Decision-making	Managing/using information and data	Dealing with difficult people	Decision-making

Appendix B

CHAIR OF 'BOARDS'
Desirable Contd

Action planning
Assertiveness (also covering
inappropriate behvaour)
Building good working relationships

Teambuilding

CABINET MEMBER
Desirable Contd

Media skills

Handling pressure & stress
Handling objections well

CHAIR OF COMMITTEES
Desirable Contd

Assertiveness (also covering
inappropriate behvaour)

Building good working relationships
Teambuilding

VICE CHAIR OF COMMITTEES
Desirable Contd

Action planning
Assertiveness (also covering
inappropriate behvaour)
Building good working relationships

Teambuilding

Appendix B

**CHAIRMAN
Essential**

Role & Responsibilities

Boundaries of role

Detailed knowledge of constitution

Detailed understanding of processes
Advanced chairing skills

Role of Chair person

Effective chairing skills
Responsibilities & boundaries of role

Local govt finance

Equality & Diversity awareness
Health & Safety awareness

Member - Officer behaviour protocol

Code of Conduct and ethics

**LEADER OF COUNCIL
Essential**

Role & Responsibilities

Boundaries of role

Detailed knowledge of constitution

Detailed understanding of processes
Advanced chairing skills

Role of Cabinet

Role of Cabinet members
Responsibilities & boundaries of role

Partnership working

Leadership
Strategic thinking

Financial awareness

Role of Chair person
Responsibilities & boundaries of role
Effective chairing skills

Dealing with difficult people
Equality & Diversity awareness
Health & Safety awareness
Member - Officer behaviour protocol

**DEPUTY LEADER
Essential**

Role & Responsibilities

Boundaries of role

Detailed knowledge of constitution

Detailed understanding of processes
Advanced chairing skills

Responsibilities & boundaries of role

Leadership
Strategic thinking

Financial awareness

Equality & Diversity awareness
Health & Safety awareness

Member - Officer behaviour protocol

Code of Conduct and ethics
Role of Chair person

Responsibilities & boundaries of role
Effective chairing skills

Appendix B

CHAIRMAN Desirable	LEADER OF COUNCIL Desirable	DEPUTY LEADER Desirable
Summarising and note-taking	Decision-making Action planning Assertiveness (also covering inappropriate behaviour)	How to write policies Partnership working
IT training per detailed TNA	Building good working relationships Teambuilding	Role of Cabinet
Role of Ward Councillor Responsibilities and boundaries	Specific technical knowledge Summarising and note-taking	Role of Cabinet members Dealing with difficult people
Allocation of a Mentor to shadow Get to know your Ward/local area	How to write policies	Decision-making Action planning Assertiveness (also covering inappropriate behaviour) Building good working relationships
Surgeries and casework Questioning & Listening skills	IT training per detailed TNA Role of Ward Councillor	Teambuilding Specific technical knowledge
Problem Solving skills Negotiating/Influencing Skills Personal planning & organising Meetings Best Practice Involving/consulting the community Presentation skills	Allocation of a Mentor to shadow Get to know your Ward/local area Surgeries and casework Questioning & Listening skills	Summarising and note-taking IT training per detailed TNA Role of Ward Councillor Responsibilities and boundaries
Report writing skills Presenting business cases	Problem Solving skills Negotiating/Influencing Skills Personal planning & organising	Allocation of a Mentor to shadow Get to know your Ward/local area Surgeries and casework
Managing/using information and data	Meetings Best Practice	Questioning & Listening skills
Media skills	Involving/consulting the community	Problem Solving skills
Handling pressure & stress Handling objections well	Presentation skills Report writing skills	Negotiating/Influencing Skills Personal planning & organising
Dealing with difficult people Decision-making	Presenting business cases Local govt finance	Meetings Best Practice Involving/consulting the community
Action planning	Managing/using information and data	Presentation skills

Appendix B

CHAIRMAN
Desirable Contd

Assertiveness (also covering inappropriate behaviour)

Building good working relationships
Teambuilding

Specific technical knowledge

LEADER OF COUNCIL
Desirable Contd

Handling pressure & stress

Handling objections well

DEPUTY LEADER
Desirable Contd

Report writing skills

Presenting business cases
Local govt finance

Managing/using information and data
Media skills
Handling pressure & stress
Handling objections well



South East Charter for Elected Member Development

.....Council

recognises the vital role of Elected Members in local governance and we pledge to adopt good practice in member development by:

1. Being fully **committed** to developing our elected members in order to achieve the council's aims and objectives.
2. Adopting a **member led strategic approach** to elected member development.
3. Having a **member learning and development plan in place** that clearly identifies the difference development activities will make.
4. Seeing that **learning and development is effective in building capacity**.
5. Addressing wider development matters **to promote work-life balance and citizenship**.

We are willing to accept external peer scrutiny of our member development and to share good practice with other councils and agencies.

Signed by:

.....
Leader

.....
Leaders of other Groups

.....
Chief Executive

..... Date

South East Employers confirms that Council is working towards Charter status for Elected Member Development

Signed:

..... Chairman of South East Employers

Date



Appendix D

IDeA
Layden House
76-86 Turnmill St
London
EC1M 5LG

West Midlands LGA
6th Floor
Delphian House
Riverside
New Bailey St
Manchester
M3 4AA

Sue Williams
Solace
Hope House
45 Great Peter St
London
SW1P 3LT

Hemlsey Fraser Group Ltd
13 Grosvenor Place
London
SW1X 7HW

Local Government Information Unit
22 Upper Woburn Place
Euston
London
WC1H

INLOGOV
School of Public Policy
Institute of Local Government Studies
Birmingham University
Edgbaston
Birmingham
B15 2TT

ETC
P O Box 999
Leeds
LS16 OAA

Excellence in Business
Belasis Business Centre
Coxwold Way
Billingham
Cleveland
TS23 4EA

OPM
Office for Public Management
252B Grays Inn Road
WC1X 8XG

BROMSGROVE DISTRICT COUNCIL

EXECUTIVE CABINET

12th July 2006

Section 151 Officer

Responsible Portfolio Holder	Councillor Roger Hollingworth
Responsible Head of Service	Acting Chief Executive

1. Summary

- 1.1. To recommend a temporary change to the officer designated as Section 151 Officer of the Council.

2. Recommendations

- 2.1. It is recommended that the Executive Committee requests Council to appoint Miss Jayne Pickering, Head of Financial Services, as Section 151 Officer of the Council.

3. Appointment of Section 151 Officer

- 3.1. The Council is required to make arrangements for the proper administration of its financial affairs and to secure that one of its officers has the responsibility for the administration of those affairs (the Section 151 Officer).
- 3.2. Currently the Council's Section 151 Officer is Mr Kevin Dicks, however given that Mr Dicks has been asked to take on the role of Acting Chief Executive and Head of Paid Service it is felt appropriate that the Section 151 Officer role be reallocated.
- 3.3. Legally there is no reason why the Head of Paid Service and Section 151 Officer cannot be the same officer however it is not regarded as being good practice. It is therefore recommended that the Cabinet formally recommend to Council that whilst Mr Dicks is in the role of Acting Chief Executive, Miss Pickering is designated as the Section 151 Officer of the Council.

4. Financial Implications

- 4.1. It is felt that taking over the responsibility of Section 151 Officer needs to be suitably recompensed and as such an honorarium will be paid. This will be contained within the overall revenue budget of the Council.

5. Legal Implications

- 5.1. None.

6. Other Sub Headings

- 6.1. None.

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

Background Papers

None

Contact officer

Name: Kevin Dicks (Acting Chief Executive)

E Mail: k.dicks@bromsgrove.gov.uk

Tel: (01527 881487)



BROMSGROVE DISTRICT COUNCIL

EXECUTIVE CABINET

WEDNESDAY, 12TH July 2006 AT 6.00PM

COMMITTEE ROOM, THE COUNCIL HOUSE, BROMSGROVE

SUPPLEMENTARY AGENDA

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

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

18A. Car Parking Order Amendment (attached)

K.DICKS
Acting Chief Executive Officer

The Council House,
Burcot Lane,
BROMSGROVE
Worcs.
B60 1AA

7th July 2006

BROMSGROVE DISTRICT COUNCIL

EXECUTIVE CABINET

12TH JULY 2006

CAR PARKING ORDER AMENDMENT

Responsible Portfolio Holder	Margaret Sherrey
Responsible Head of Service	Mike Bell

1. SUMMARY

1.1 This report summarises minor amendments to the Car Parking Order.

2. RECOMMENDATIONS

2.1 That a maximum waiting time of two hours be applied to Catshill Car Park, Golden Cross Lane, Catshill.

2.2 That residents who are applying to change concessionary permits are entitled to a discount (equal to one twelfth of the fee for each whole calendar month remaining) when changing their permits before the full twelve months has elapsed.

2.3 That these changes are implemented from 1st September 2006.

2.4 The Head of Street Scene and Waste Management, in consultation with the Head of Legal and Democratic Services and the relevant Portfolio Holder be given delegated powers to make amendments to the schedules to the car parks order.

3. BACKGROUND

Golden Cross Lane. Catshill

3.1 There have been a number of complaints regarding the car park at Catshill, Golden Cross Lane. These complaints relate to drivers parking in the car park for significant periods of time, and preventing the use of this car park for shoppers visiting the local business premises. The introduction of a limit on the maximum waiting time permitted of two hours will make sure that users of this car park will be more likely to find a space. Appendix A contains the revised schedule which officers would recommend for inclusion under the Order.

Concessionary Parking Permits

3.2 Since the introduction of an administration fee of £30 for the issue of concessionary parking permits, there have been significant complaints from permit holders who have changed permits before they have expired. In order to avoid this, officers recommend that residents who are applying to change concessionary permits are entitled to a discount (equal to one twelfth of the fee for each whole calendar month remaining) when changing their permits before the full twelve months has elapsed. Appendix B contains the revised schedule which officers would recommend for inclusion under the Order.

Delegated Powers, Parking Orders

3.3 The schedule to the car parks order details for each car park:

- the class of vehicles permitted to use the car park
- the hours and days of operation
- the charges made for use of the car park
- the maximum waiting period allowed
- the minimum time in which return is prohibited

In order to amend the schedule to the Order the Council is required to put a public notice in a local newspaper advising the public of the forthcoming changes. Currently any amendments to the schedule to the Order are reported to the Executive Cabinet for approval and it is recommended that in order to make the process of amending and updating the schedule more efficient, the Head of Street Scene and Waste Management, in consultation with the Head of Legal and Democratic Services and the relevant Portfolio Holder be given delegated powers to make amendments to the schedule to the car parks order.

4. FINANCIAL IMPLICATIONS

- 4.1 The cost of putting the required public notice in the paper can be met from within existing budgets.

5. LEGAL IMPLICATIONS

- 5.1 The making and amendment of car parks orders is regulated the Road Traffic Regulations Act 1984 and the Local Authorities Traffic Orders (Procedure) (England and Wales) Regulations 1996.

Contact officer

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THE DISTRICT COUNCIL OF BROMSGROVE (OFF-STREET PARKING PLACES) ORDER 2006
Schedule 1 – Parking Places

<u>1. Parking Place</u>	<u>2. Class of Vehicles Permitted</u>	<u>3. Hours and days of Operation</u>	<u>4. Charges</u>	<u>5. Maximum Waiting Period Allowed</u>	<u>6. Minimum Time In Which Return Is Prohibited</u>
Bromsgrove Station	Solely as specified in Paragraph 5 of the Order	0800 – 2200 everyday	All day £2.10	N/a	N/a
Churchfields Multi Storey	Levels 1 and 2; solely as specified in Paragraph 5 of the Order Levels 3,4,5, and 6; vehicles not in excess of 3 tonnes	0800 – 2200 Monday to Saturday 0900 – 1630 Sunday	Up to 1 hour £0.60 Up to 2 hours £1.20 All day £2.10	N/a	N/a
Hanover Street	Solely as specified in Paragraph 5 of the Order	0800 – 2200 everyday	Up to 1 hour £0.60 Up to 2 hours £1.20 All day £2.10	N/a	N/a
New Road	Solely as specified in Paragraph 5 of the Order	0800 – 2200 everyday	Up to 30 minutes £0.30 Up to 1 hour £0.60 Up to 2 hours £1.20	2 hours	2 hours
Parkside	Solely as specified in Paragraph 5 of the Order	0800 – 2200 everyday	Up to 30 minutes £0.30 Up to 1 hour £0.60 Up to 2 hours £1.20	2 hours	2 hours
Recreation Road North	Solely as specified in Paragraph 5 of the Order	0800 – 2200 everyday	Up to 1 hour £0.60 Up to 2 hours £1.20 All day £2.10	N/a	N/a
School Drive	Solely as specified in Paragraph 5 of the Order	0800 – 2200 everyday	Up to 1 hour £0.60 Up to 2 hours £1.20 All day £2.10	N/a	N/a
Stourbridge Road	Solely as specified in Paragraph 5 of the Order	0800 – 2200 everyday	Up to 1 hour £0.60 Up to 2 hours £1.20 All day £2.10	N/a	N/a
Recreation Road South	Solely as specified in Paragraph 5 of the Order	0800 – 2200 everyday	Up to 30 minutes £0.30 Up to 1 hour £0.60 Up to 2 hours £1.20	2 hours	2 hours
Windsor Street	Solely as specified in Paragraph 5 of the Order	0800 – 2200 everyday	Up to 30 minutes £0.30 Up to 1 hour £0.60 Up to 2 hours £1.20	2 hours	2 hours
Dolphin Centre	Solely as specified in Paragraph 5 of the Order	0800 – 2200 everyday	Up to 1 hour £0.60 Up to 2 hours £1.20 All day £2.10	N/a	N/a
Catshill	Solely as specified in Paragraph 5 of the Order	0000 – 2359 everyday	No charges	2 hours	2 hours
Alvechurch	Solely as specified in Paragraph 5 of the Order	0000 – 2359 everyday	No charges	N/a	N/a

THE DISTRICT COUNCIL OF BROMSGROVE (OFF-STREET PARKING PLACES) ORDER 2006
Schedule 3 – Concessionary Permits

1. In this Schedule, except where the context otherwise requires, the following expressions have the following meanings;

'The Council'	means the Council of the District of Bromsgrove.
'Car park'	means any off-street parking place provided by the Council for members of the public.
'Permit'	means a written or printed form of ticket issued by the Council in accordance with and subject to the conditions of the scheme.
'Authorised vehicle'	means the vehicle displaying the permit with the registration number which is inscribed on the face of the permit.
'Prescribed fee'	means the fee which the Council has set.
'Holder'	a person to whom the permit has been issued.

2. The Council may issue to residents aged 60 years or over one concessionary permit for use on one vehicle which is owned by the applicant provided that the prescribed fee of £30 has been paid.
3. In exceptional circumstances residents who are disabled and who have difficulty in paying parking fees may also apply in writing to a designated officer requesting a concessionary permit. Permits issued in this manner are done so at the discretion of the designated officer.
4. The applicant is required to provide proof of ownership with a vehicle log book at the point of application, or in the case of a lease car, a lease agreement which specifies that the applicant is the leaseholder.
5. The Council will print the vehicle registration number shown on the log book onto the face of the permit.
6. The vehicle registration number printed on the permit shall not be altered or substituted with a different number except by the Council on the application of the holder.
7. The permit shall only be considered to be valid if it is securely fixed to the windscreen of the authorised vehicle at the time of parking. Holders should not affix the permit so that it obscures their vision.
8. The concessionary permit shall be valid in all Council pay and display car parks at all times until expiry providing a space is available and the person in control of the vehicle complies in all respects to the regulations and directions in place in the car park at that time.
9. No pass shall be valid over the maximum waiting time permitted in that parking place.
10. The Council in their absolute discretion may refuse to issue a permit to any person without giving any reason for such refusal, and similarly may withdraw, or invalidate in writing, the permit at any time without giving reason for such withdrawal or invalidation.
11. The holder of the permit does not acquire any right in respect of the use of any car park (other than not having to make any payment to park) which are not enjoyed by other members of the public using the car park.

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Schedule 3 – Concessionary Permits

12. Any vehicle parked on the car park will be parked entirely at the owners risk and all permits issued by the Council are strictly on the basis that the Council shall have no liability for any loss or damage to any such vehicle or its contents with the exception of such loss or damage due to an act or omission on the part of the Council.

13. Any permit holder who changes his vehicle prior to the permit expiring will be entitled to a discount (equal to one twelfth of the fee for every whole calendar month remaining on the permit) from the charge for a new permit.