B R O M S G R O V E   D I S T R I C T   C O U N C I L

EXECUTIVE CABINET

WEDNESDAY, 4TH OCTOBER 2006 AT 6.00PM

COMMITTEE ROOM, THE COUNCIL HOUSE, BROMSGROVE

AGENDA

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

MEMBERS: Councillors R. Hollingworth (Executive Leader), Mrs. J. M. L. A. Griffiths (Deputy Executive Leader), Mrs. J. Dyer M.B.E., 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 Meeting of the Executive Cabinet held on 6th September 2006

4.   Public Questions

5.   To receive the Minutes of the Scrutiny Steering Board dated 5th September 2006

6.   To receive the Minutes of the Performance Management Board dated 15th September 2006

7.   To receive the Minutes of the Audit Board dated 18th September 2006

8.   To receive the Minutes of the Local Development Working Party dated 25th September 2006

9.   Gambling Act 2005 – Statement of Principle

10.   Consultation Policy and Guidance

11.   Management Development Strategy

12.   Front of House Conversion Works

13. 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
<u>Acting Chief Executive Officer</u>

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

25th September 2006

B R O M S G R O V E   D I S T R I C T   C O U N C I L

MEETING OF THE EXECUTIVE CABINET

Wednesday, 6th September 2006 at 6.00 p.m.

PRESENT: Councillors R. Hollingworth (Executive Leader), Mrs. M. M. T. Taylor (Deputy Executive Leader), Mrs. J. Dyer M.B.E., Mrs. J. M. L. A. Griffiths, Mrs. M. A. Sherrey, Mrs. C. J. Spencer and P. J. Whittaker.

Observers: Councillors Miss D. H. Campbell J.P., P. M. McDonald and N. Psirides J. P.

48/06   **APOLOGIES**

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

49/06   **MINUTES**

The Minutes of the Meeting of the Executive Cabinet held on 2nd August 2006 were submitted.

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

50/06   **LOCAL DEVELOPMENT FRAMEWORK WORKING GROUP**

The Minutes of the Meeting of the Local Development Framework held on 3rd August 2006 were submitted.

RESOLVED: that the Minutes of the Meeting be noted and that the recommendations be approved.

51/06   **SCRUTINY STEERING BOARD**

The Minutes of the Meeting of the Scrutiny Steering Board held on 1st August 2006 were submitted.

With reference to Minute No. 31/06 regarding the Board's concerns at the decision of the Cabinet to set up its own Advisory Group in relation to the Bromsgrove Museum, the Leader explained that the Cabinet wished to explore an option in more detail which had been dismissed in the Task Group report. It was also reported that the relevant Portfolio Holder had been looking into the matter prior to convening the Advisory Group

RESOLVED: that the Minutes of the Meeting be noted.

52/06   **PERFORMANCE MANAGEMENT BOARD**

The Minutes of the Meeting of the Performance Management Board held on 21st August 2006 were submitted.

Councillor P. M. McDonald, Chairman of the Board, addressed the Cabinet and drew attention to a number of issues, concerns and requests for information raised at the meeting, including the need to investigate the use of two separate consultants to undertake assessments of disabled access to Council buildings.

RESOLVED:
(a) that the Minutes of the Meeting be noted;
(b) that the comments made by Councillor P. M. McDonald be noted and addressed.

53/06   **INTEGRATED FINANCIAL AND PERFORMANCE REPORT – QUARTER 1, 2006/07**

The Cabinet considered a report which provided information on the results across a range of performance indicators in relation to corporate priorities for the first quarter of 2006/07, together with the interrelationship between the Council's financial position and operational performance in key areas. At the request of the Leader, each Portfolio Holder referred to the actions to be taken to mitigate overspends within their respective service areas. It was noted that the report had also been considered at the last meeting of the Performance Management Board and the Leader drew attention to the need to ensure that decisions taken by the Performance Management Board were recorded as recommendations.

RESOLVED:
(a) that the report and appendices be noted;
(b) that the current underspend to budget of £10,000 be noted;
(c) that the predicted overspend be noted; that Heads of Service be requested to review the services provided to reduce the overspends where appropriate; and that the Head of Financial Services be requested to submit a report in two weeks' time to the Leader on the actions to be taken by individual service areas to reduce the overspend to bring it back in line with budget, including an analysis of revenue and cost;
(d) that the use of balances be noted;
(e) that the capital underspend of £549,000 against the probable Revised Capital Programme at June 2006 and the progress on capital schemes to date be discussed by Cabinet Members outside the meeting.

54/06   **A STRATEGY FOR DE-COMMISSIONING COUNCIL OWNED HOSTELS**

The Cabinet considered a report on a proposed strategy for the phased de-commissioning of the Council's four hostels for persons experiencing homelessness and their partial replacement with better quality self contained units of temporary accommodation. The report explained why there was a need to de-commission the hostels and highlighted the potential risks to the Council arising from the proposals and actions to minimise such risks. During the discussion the Leader emphasised the need for good working relations between Bromsgrove District Housing Trust (BDHT) and the Council.

RESOLVED:
(a) that the Council commit to working in partnership with BDHT on the de-commissioning of Council owned hostels;
(b) that the strategy be approved in principle on the basis of option a) as detailed in section 6.4 of the report, subject to further consideration of detailed financial and design proposals, and that an assurance be obtained from BDHT that it will make available two units of temporary accommodation for emergency use by the Council in the Wythall area on the basis that the Council will consider allocating grant funding towards conversion costs;
(c) that in the event the Council withdraws from the strategy, any abortive design and plan preparation costs (commissioned following the approval of the strategy in principle) experienced by BDHT be met in accordance with arrangements to be mutually agreed by the Council and BDHT;

RECOMMENDED: that the potential asset value of the land and buildings associated with de-commissioning of the hotels be re-invested into the re-modelling scheme, and that any surplus monies be ringfenced and used in the final phase of the strategy in relation to Burcot Hostel.

55/06   **COUNCIL PLAN 2007- 2010 PART 1**

Consideration was given to a report on a new vision, objectives, priorities and underlying values for the Council which would form the basis of the Council Plan for 2007- 2010, together with new "strap lines" for the Council. Officers indicated that they wished to withdraw the proposed internal "strap line" for further discussion with staff.

RECOMMENDED:
(a) that the new vision, Council objectives, priorities and the values that underpin these, as set out in the report, be approved;
(b) that the new Council "strap line" for use in public be approved;
(c) that the next stages in the process of developing a Council Plan be noted.

56/06   **COUNCIL RESULTS 2005 - 2006**

Consideration was give to a report which presented the Council Results document for 2005-06. The document included information which compared the Council's performance against Best Value Performance Indicators, particularly those which were key to the Council's recovery. It was pointed out by the Leader that considerable progress had been made by the Council since the year end which was due to the effort and dedication of the Officer team.

RECOMMENDED: that the Council Results 2005-06 document be approved.

57/06   **BROMSGROVE PARTNERSHIP – LOCAL STRATEGIC PARTNERSHIP UPDATE**

Consideration was given to a report which detailed the Government thinking on Local Strategic Partnerships, together with the new arrangements for the Bromsgrove Local Strategic Partnership which had included a restructuring of the Board and the agreement of four new priorities. Following discussion, it was

RESOLVED:
(a) that the Government thinking on LSP's be noted;
(b) that the priorities of the Bromsgrove Partnership as set out in the report be endorsed;
(c) that the new arrangements for the Bromsgrove Partnership as set out in the report be endorsed.

58/06   **CORPORATE RISK REGISTER**

Consideration was given to a report which presented a new Corporate Risk register. This had been prepared following the development of a Risk Management Strategy which had been a key component of the Council's Recovery Plan.

RESOLVED:
(a) that the Corporate Risk Register set out in Appendix B to the report be endorsed, subject to an amendment to include reference to the need to ensure all Members embrace new and modern ways of Council working;
(b) that the revised Risk Matrix set out in Appendix A to the report be endorsed.

59/06   **2005/06 INTERIM MEMORANDUM**

Consideration was given to a report which presented the 2005/06 Interim Memorandum issued by the Audit Commission and KPMG, together with the management response to the recommendations.

RESOLVED:
(a) that the 2005/06 Interim Memorandum be accepted;
(b) that the management response to the audit and Inspection Letter recommendations be endorsed.

60/06   **INTERNAL CONTROL FRAMEWORK**

Consideration was given to a proposed Internal Control Framework which included arrangements for the management of risk across six key areas including Performance Management, Internal Audit, External Audit, Assurances by Managers, Risk Management and other sources of assurance.

RESOLVED: that the Internal Control Framework be approved.

61/06   **PROPOSED MERGER OF THREE NORTH WORCESTERSHIRE COMMUNITY SAFETY PARTNERSHIPS**

Consideration was given to a report which outlined the benefits of a proposed merger of the three Community Safety Partnerships in North Worcestershire into a single Strategic Partnership for North Worcestershire. Members were informed that further details of the proposed merger would be reported in due course.

RESOLVED: that the strategic merger of the three Community Safety Partnerships in North Worcestershire be supported in principle.

62/06   **LONGBRIDGE AREA ACTION PLAN**

Consideration was given to a report which provided a summary of the progress to date on the preparation of an Area Action Plan for the former MG Rover works at Longbridge. The Leader provided a further update on the matter arising from a meeting held the previous day.

RESOLVED: that the report be noted.

63/06   **STATEMENT OF COMMUNITY INVOLVEMENT**

Consideration was given to the Statement of Community Involvement which the Council was required to produce as a key element of the Local Development Framework planning system. The purpose of the Statement was to demonstrate how the Council aimed to involve the community throughout the planning process and how this would be resourced and managed.

RESOLVED:
(a) that the contents of the Statement of Community Involvement be noted;
(b) that the Statement of Community Involvement be adopted and take effect from 7th September 2006;
(c) that the Head of Planning and Environment Services be given delegated authority to amend the Statement of Community Involvement to reflect any amendments to the Local Development Scheme.

64/06   **OUTTURN OF THE REVENUE AND CAPITAL BUDGET 2005/06**

The Cabinet considered a report containing the financial outturn position of the Revenue Budget, capital schemes and the capitalisation direction for the 2005/06 financial year. Following discussion, it was

RESOLVED:
(a) that that the net revenue outturn position of £9.747 million against the Budget of £9.561 million be noted;
(b) that the use of reserves and balances be noted and approved;
(c) that the capital underspend of £2.065 million against the Estimated Outturn Capital Programme for the year 2005/06 be noted;
(d) that the total expenditure of £1.571 million made available under the capitalisation direction be noted;

RECOMMENDED: that the progress made on capital schemes in the year 2005/06 be noted and budget carry forwards totalling £1.655 million be approved by the Council.

65/06   **VIREMENTS WITHIN THE REVENUE BUDGET 2006/07**

The Cabinet considered a report on the need for a number of virements within the Revenue Budget 2006/07. Following discussion, it was

RESOLVED: that the virements between £15,000 and £100,000 as set out in table 3 of Appendix A to the report be approved;

RECOMMENDED: that the virements in excess of £100,000 as set out in tables 1 and 2 of Appendix A be approved by the Council.

66/06   **REVISING THE MEDIUM TERM FINANCIAL PLAN 2005/06 TO 2008/09**

The Cabinet considered a report on the proposed process and timetable to be followed in order to achieve a review of the three year Revenue and Capital Budget by March 2007. The Leader was of the view that that the Medium Term Financial Plan should be revised as and when decisions were made which impacted on it.

RESOLVED: that the Budget timetable as set out in the report be approved.

67/06   **NEW FINANCIAL REGULATIONS**

The Cabinet considered a report which presented new Financial Regulations which had been prepared following a thorough review of the existing Regulations. The Regulations provided a framework for the administration and control of the Council's financial affairs and formed part of the Council's Constitution. It was noted that some further slight changes needed to be made to the new Regulations.

RECOMMENDED:
(a) that the new Financial Regulations as set out in the Appendix to the report be noted;
(b) that the Council delegate authority to the Acting Chief Executive in agreement with the Leader and Portfolio Holder for Finance to finalise the new Regulations.

68/06   **AN OLDER PEOPLE'S STRATEGY FOR WORCESTERSHIRE**

The Cabinet considered a report which presented a proposed countywide strategy for the delivery of housing options for older people, together with the delivery of joined-up appropriate healthcare, social care, preventative services and support services to enable people to live as independently as possible.

During the discussion Members expressed concern that some views expressed by older people during the consultation process had been disregarded in the proposed strategy, and at the process adopted for the agreement of countywide strategies. It was also suggested that if Members attended external consultation sessions on strategies such as this, there needed to be a mechanism in place for them to report back to other Members.

RESOLVED:
(a) that the Older People's Strategy for Worcestershire as set out in Appendix 1 to the report be approved in principle, subject to further reports on any subsequent financial implications;
(b) that officers be requested to deal as appropriate with the issues raised by Members, particularly with regard to examining the process by which countywide strategies are adopted.

69/06   **DEVELOPMENT OF A SUB REGIONAL CHOICE-BASED LETTINGS SCHEME**

The Cabinet considered a report on the Government's plans for taking forward its choice-based lettings policy for the allocation of social housing, together with proposals for the development of a cross authority scheme for the South Housing Market area (Worcestershire, Stratford and Warwick). Following discussion, it was

RESOLVED:
(a) that the Government plans for taking forward its Choice-Based Lettings policy for the allocation of social housing be noted;
(b) that the sub regional submission of a bid to the Department for Communities and Local Government on the basis set out in the report be supported in principle, subject to the views of the Head of e-Government and Customer Services being sought in respect of the potential for the Council's Spatial Project being able to provide a full IT service to the scheme for the districts within the South Housing Market area.

70/06   **FRONT OF HOUSE CONVERSION WORKS**

This item was withdrawn.

71/06   **CONVERSION WORKS – REVENUES AND BENEFITS**

This item was withdrawn.

72/06   **LOCAL GOVERNMENT ACT 1972**

RESOLVED: that, under Section 100A(4) of the Local Government Act 1972, the public be excluded from the Meeting during the consideration of the items of business the subject of the following minutes on the grounds that they involve the likely disclosure of "Exempt Information" as defined in Part 1 of Schedule 12A to the Act, the relevant paragraph of that part, in each case, being as set out below:-

Minute No.	Paragraphs
73/06	1, 8 and 9
74/06	11

73/06   **REVIEW OF THE PEST CONTROL SERVICE**

Having considered a report on options for the future of the Council's Pest Control Service which had emerged following a review of the Service, it was

RECOMMENDED: that approval be give to the externalisation of the Pest Control Service on the basis of Option 2 as set out in the report (service limited to the most vulnerable residents), subject to further consideration and consultation on the definition of vulnerable.

74/06   **IMPLEMENTATION OF SINGLE STATUS**

During this item the Leader welcomed Ms. J. Pitman, Head of Human Resources and Organisation Development to her first meeting of the Cabinet.

Following consideration of the report on the background and implementation of Single Status, it was

RESOLVED:
(a) that the report be noted;
(b) that the Cabinet confirm its support for the principles of Single Status.

EXECUTIVE CABINET
6th September 2006

75/06   **ARRANGEMENTS FOR FUTURE MEETINGS**

The Leader referred to the significant number of items which had been included on the agenda for the meeting and expressed the view that it was not possible to do justice to the effort put into reports by officers or in the public interest to have such lengthy meetings. He therefore requested that in future all agenda items should be timed in agreement with Portfolio Holders and that meetings should be planned to finish by 8.30 p.m. He also stated that no reports would be accepted without having been signed off by the Head of Financial Services and the relevant Portfolio Holder and an indication of the effect on the Medium Term Financial Plan.

The Meeting closed at 9.40 p.m.

Chairman

B R O M S G R O V E   D I S T R I C T   C O U N C I L

MEETING OF THE SCRUTINY STEERING BOARD

Tuesday, 5th September 2006 at 6.00 p.m.

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

(NOTE: Councillors G. N. Denaro and D. McGrath were present at the meeting pursuant to Scrutiny Steering Board Procedure Rule No. 17.)

37/06   **DECLARATIONS OF INTEREST AND WHIPPING ARRANGEMENTS**

In relation to matters regarding BDHT, the following interests were declared:

Councillor	Nature of Interest
J. A. Ruck	Personal. Member of the Bromsgrove District Housing Trust Board.
S. P. Shannon	Personal. Member of the Bromsgrove District Housing Trust Board.
C. J. Tidmarsh	Personal. Member of the Bromsgrove District Housing Trust Board.

No declarations of whipping arrangements were made.

38/06   **MINUTES**

The Minutes of the Meeting of the Scrutiny Steering Board held on 1st August 2006 were submitted.

With regard to Minute Number 32/06 and specifically relating to the BDHT report to the BDHT Board, clarification was sought on whether members of the BDHT Board who were appointed by this Council represented the Council or the community of Bromsgrove District.

The Acting Chief Executive informed members that as agreed by the Board, he had discussed the legal implications of distributing the BDHT report to members with the Monitoring Officer. It was the opinion of the Monitoring Officer at that time that the BDHT report could be released to all members. However, the Monitoring Officer had been asked to check the stance taken by other local authorities that had transferred housing stock and it appeared that there was no consistent view on whether the members on Trust Boards represented the Council or the community. To avoid any confusion in the future, the Acting Chief Executive explained that a report relating to the roles and responsibilities of Trustees was being prepared.

The Acting Chief Executive confirmed he would be meeting with the BDHT Chief Executive on Friday 8th September 2006 and it was hoped that both parties would be able to progress matters regarding their working partnership.

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

39/06   **HEALTH SCRUTINY UPDATE**

Chaplain Cuts in Hospitals

The Chairman tabled a copy of an article from the BBC News website relating to plans of Worcestershire Acute Hospitals Trust to cut six out of seven hospital chaplains saving £100,000. Views of the Board were requested and a discussion ensued.

It was felt that patients should not be deprived of spiritual support offered by hospital chaplains, however, some members were surprised that the Health Service had provided such funding rather than Anglican and Catholic Churches. There was also concern over the possibility of individuals with other religious beliefs not be being catered for in hospitals.

RECOMMENDED that the following Notice of Motion from this Board be supported by Council: "This authority has learned with great concern the proposal to cut back on the chaplaincy service and general religious support given to patients. We would strongly urge the Worcestershire Acute Hospitals Trust to think again by going to public consultation."

Health Overview and Scrutiny

The Chairman welcomed Councillor McGrath, the District Council's representative on Worcestershire County Council's Health Overview and Scrutiny Committee. Councillor McGrath gave a brief overview and informed the Board that from the 1st October 2006 the Redditch and Bromsgrove PCT, Wyre Forest PCT and South Worcestershire PCT would be replaced by one PCT for the whole of Worcestershire County.

Members considered in detail both reports submitted to the Board and Councillor McGrath answered questions. The Board was informed of a demonstration march which had been organised to take place on 5th October 2006 in Redditch commencing at 11.30am relating to the Worcestershire Acute Hospitals Trust.

Councillor McGrath informed the Board that he would leave further information regarding Dentistry in the Members' room. On behalf of the Board, the Chairman thanked Councillor McGrath for his detailed reports.

RESOLVED:
(i)   that the reports submitted be noted;
(ii) that a letter be sent to the Worcestershire Acute Hospitals NHS Trust inviting representatives to attend a meeting with all members to discuss the future of the Acute Trust and that a press release be issued once a date for the meeting was agreed;
(iii) that clarification be given on the meaning of the following sentence on page 4/5 of the report submitted: "56,000 out-patient attendances far outweighs this capacity" in relation to Ophthalmology at Kidderminster; and
(iv) that future Health Scrutiny update reports be submitted to this Board on a quarterly basis.

40/06   **COUNTY COUNCIL'S HIGHWAYS MAINTENANCE SCRUTINY TASK GROUP**

The Chairman informed the Board that County Councillor Buckley had offered to attend the meeting but it was decided that it would be more appropriate to invite him to attend a future meeting, once the work being undertaken by Worcestershire County Council's Scrutiny Highways Maintenance Task Group had been completed. Members' views on the suggestion of inviting County Councillor Buckley to a future meeting of the Scrutiny Steering Board were requested.

Members were informed that there were two County Councillors representing Bromsgrove on the Task Group. It was suggested that members contact one of these councillors directly if they wished to put forward any suggestions in relation to the scrutiny exercise.

RESOLVED that County Councillor Buckley, Chairman of Worcestershire County Council's Overview and Scrutiny Committee, be invited to attend a Scrutiny Steering Board Meeting once the Highways Maintenance Scrutiny Task Group had completed its work in March/April 2007, along with any other relevant member of the Committee and/or Task Group.

41/06   **SCRUTINY REPORTS – EXECUTIVE CABINET DECISIONS**

Members considered the information report relating to the decisions made by the Executive Cabinet on two scrutiny reports put forward by Task Groups.

The Executive Cabinet had agreed that the recommendations contained within the Consultants Scrutiny Report would be considered as part of the review of Financial Regulations and it was reported that this was due to be considered at the next meeting of the Executive Cabinet on 6th September 2006.

Councillor Mrs. Boswell, Chairman of the Passport to Leisure Task Group, informed the Board that the Task Group would reconvene as requested by the Executive Cabinet. The next Task Group Meeting was scheduled to be held on 27th September 2006.

RESOLVED that the report be noted.

42/06   **CAR PARKING TASK GROUP**

Members were informed that a total of ten members had requested to be part of the Car Parking Task Group. It was confirmed that the maximum number of members on a task group was seven, as stated in the Task Group Procedure Notes which was the appendix to the Scrutiny Steering Board Procedure Rules under section 4 of the Constitution.

Due to work commitments, Councillors McDonald and Ruck had withdrawn their membership forms leaving eight members who wished to be on the Task Group.

The Board also considered and discussed the scrutiny exercise scoping checklist which had been completed by the appointed Chairman, Councillor Denaro. It was requested that the Equalities and Diversity Policy be taken into account during the scrutiny exercise.

RESOLVED:
(i)   that the Car Parking Task Group be comprised of Councillors G. N. Denaro (Chairman), Mrs. R. L. Dent, G. H. R. Hulett, D. McGrath, N. Psirides J.P., S. P. Shannon and C. J. Tidmarsh;
(ii)   that the Economic Development Officer be included on the scrutiny exercise scoping checklist as an officer to be invited to give evidence; and
(iii) that, subject to (ii) above, the scrutiny exercise scoping checklist and therefore, the Car Parking Task Group's terms of reference, be approved.

43/06   **FLYTIPPING TASK GROUP**

Members were informed that a total of four members had requested to be part of the flytipping Task Group.

The Board also considered and discussed the scrutiny exercise scoping checklist which had been completed by the appointed Chairman, Councillor Miss Campbell. It was suggested that the Council's service of collecting unwanted furniture from residents' homes on request could be looked at as part of the scrutiny exercise as perhaps this service could discourage individuals from resorting to flytipping. It was stated that other organisations offered similar services free of charge and those too could be taken into consideration by the Task Group.

RESOLVED:
(i)   that the Flytipping Task Group be comprised of Councillors Miss D. H. Campbell J.P. (Chairman), D. Hancox, S. R. Peters, C. R. Scurrell and C. J. Tidmarsh;
(ii)   that the Council's service (including charges) of collecting unwanted furniture from residents' homes on request be looked at as part of the scrutiny exercise, as well as similar services offered by other local organisations; and
(iii) that, subject to (ii) above, the scrutiny exercise scoping checklist and therefore, the Flytipping Task Group's terms of reference, be approved.

44/06   **WORK PROGRAMME**

Consideration was given to the work of the Scrutiny Steering Board.

RESOLVED that the following Work Programme be approved -

Subject	Date of Consideration	Other Information
Health Scrutiny Update	Quarterly (March/June/Sept/Dec)	Councillor D. McGrath, as this Council's representative on Worcestershire County Council's Health Overview and Scrutiny Committee, to provide an update report.
Update on Health and Safety Issues relating to Play Areas	3rd October 2006	It was agreed by the Board at its meeting in May 2006 that any health and safety issues relating to play areas highlighted by the Culture and Community Task Group be addressed as quickly as possible. It was also agreed that the Acting Chief Executive and Head of Culture and Community Services consult the relevant Portfolio Holder and report back to the Board.
Setting up of Trusts	31st October 2006	Detailed report highlighting all advantages and disadvantages relating to the proposal of setting up of trust(s) to run Council businesses.
Role of Overview	31st October 2006	Report to the Board explaining the role of overview and examples of best practice.
BDHT	31st October 2006 / 5th December 2006	Awaiting Task Group Report – Task Group set up in April 2006. First Meeting: 17th May 2006.
Passport to Leisure	To be confirmed	Task Group to reconvene as requested by the Executive Cabinet. Date of next Task Group meeting: 27th September 2006.
Central Networks	December 2006 / January 2007	Representative(s) from Central Networks have been invited to a future meeting of the Board. Awaiting a response.
Highways Maintenance Scrutiny Task Group / Performance of the HPU	March/April 2007	Chairman of the County's Overview and Scrutiny Committee to be invited to attend a meeting to provide information to the Board on the work carried out by the Highways Maintenance Scrutiny Task Group once completed.
High Hedges Legislation	April 2007	Report relating to the cost incurred by other local authorities. The service at BDC to be reviewed in April 2007.
Affordable Housing	April 2007	Presentation by Strategic Housing Manager on progress.
Culture and Community Services – Task Group Review	June 2007	Task Group to reconvene for a review meeting.
Use of Consultants – Task Group Review	July 2007	Task Group to reconvene for a review meeting.

SCRUTINY STEERING BOARD
5th September 2006

45/06   **ITEMS TO BE CONSIDERED BY EXECUTIVE CABINET**

A brief discussion took place relating to a couple of items on the Agenda for the Executive Cabinet Meeting which was scheduled to be held on 6th September 2006.

RESOLVED that no comments on any specific item on the Agenda for the next meeting of the Executive Cabinet be put forward by this Board.

The Meeting closed at 7.50 p.m.

Chairman

BROMSGROVE DISTRICT COUNCIL

MEETING OF THE PERFORMANCE MANAGEMENT BOARD

Friday, 15th September 2006, at 2.00 p.m.

PRESENT: Councillors P. M. McDonald (Chairman), Miss D. H. Campbell JP, Mrs. J. D. Luck and J. A. Ruck

Observers: Councillors Mrs. J. Dyer M.B.E., Mrs. M. A. Sherrey JP, Mrs. M. M. T. Taylor and P. J. Whittaker

40/06   **APOLOGIES**

An apology for absence was received from Councillor C. B. Lanham.

41/06   **MINUTES**

The Minutes of the Meeting of the Board held on 21st August 2006 were submitted.

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

42.06   **BROMSGROVE DISTRICT HOUSING TRUST - ANNUAL MONITORING REPORT**

Consideration was given to the first annual monitoring report since Large Scale Voluntary Transfer took place in March 2004, reviewing the performance of Bromsgrove District Housing Trust (BDHT) in respect of three key issues, namely

- The progress made by BDHT in respect of promises made to tenants at the time of stock transfer;
- The contribution being made by BDHT in meeting the four key priorities set out in the Council's Housing Strategy 2006-2011; and
- Indicators of performance in managing homelessness and housing services for the Council under the Housing Agency Agreement.

Members raised a number of issues with Mr. A. Coel, the Council's Strategic Housing Manager, and Mr. M. Brown, Chief Executive of BDHT, who had been invited to attend the meeting for the consideration of this report. Clarification was sought over the number of units of accommodation to be provided as affordable housing units, and the Board were advised that the Council's aim was to provide 80 units over each of the next five years. A number of small developments were currently ongoing and, in response to a particular question as to how the Council might help improve performance targets, Mr. Brown stressed that it was of paramount importance that the Council should be more creative in identifying suitable pockets of useable land. Whereupon it was

RECOMMENDED:
(a)   that, in order to help facilitate the provision of more affordable housing throughout the District, the Executive Cabinet, through the Planning Department, be called upon to work more closely with the various

Housing Associations when discussing possible housing sites which are classified as Areas of Development Restraint; and

(b)   that, in all other respects, the report be noted.

(NOTE: Councillor J. A. Ruck declared a personal interest in the above matter as a member of the BDHT Board).

43/06   **IMPROVEMENT PLAN**

Consideration was given to the report on the Improvement Plan for July 2006. As with the previous item, members raised a number of issues, and particular concern was expressed over item 13.2 (Implementation of new Street Cleansing regime) where hire vehicles were used in the first instance until purchased vehicles became available - and, notwithstanding the explanations of the Head of Street Scene and Waste Management to the various questions put in this regard, it was

RECOMMENDED:

(a)   that the Executive Cabinet be requested to provide the Board with a resumé of what happened on this occasion and why, together with any lessons which may have been learned which might avoid this situation happening again in the future; and

(b)   that, in all other respects, the report be noted.

44/06   **CLOSED CIRCUIT TELEVISION COVERAGE IN THE DISTRICT - EFFICIENCY**

Mr. G. Rocke, Community Safety Manager, gave a brief verbal update on the efficiency of the CCTV cameras throughout the District and he, together with Ms. R. McAndrews, Operations Room Manager, answered Members questions. In essence, the current situation was as follows:-

• Four new cameras had recently gone live at Wythall, and were still under test
• New back-up system recently installed
• Plans to change some cameras at Rubery
• Negotiations currently under way with West Mercia Police to introduce automatic number plate recognition system
• Recently approached by Wyre Forest District Council to take on more monitoring of their cameras (in Bewdley and Stourport).

In conclusion, Members were informed of difficulties regularly experienced by the CCTV Operators when dealing with certain telephone calls due to complex legal implications and, in this regard, it was

RECOMMENDED that, in an attempt to clarify matters, the Executive Cabinet request the Head of Culture and Community Services to explore the possible introduction of a protocol for officers to report incidents directly to the CCTV Operations Room.

The Meeting closed at 4.00 p.m.

Chairman

BROMSGROVE DISTRICT COUNCIL

AUDIT BOARD

Monday, 18th September 2006, at 6.00 p.m.

PRESENT: Councillors G. N. Denaro (Chairman), C. B. Lanham (Vice-Chairman), A. N. Blagg, A. J. Dent, J. T. Duddy, G. H. R. Hulett and N. Psirides JP

Observers: Councillors Mrs. R. L. Dent and Mrs. M. M. T. Taylor

11/06   **DECLARATIONS OF INTEREST / WHIPPING ARRANGEMENTS**

No interests or whipping arrangements were declared.

12/06   **MINUTES**

RESOLVED that the Minutes of the meeting of the Board held on 13th June 2006 be confirmed as a correct record and signed by the Chairman.

13/06   **EXTERNAL AUDIT MEMORANDUM REPORT TO THOSE CHARGED WITH GOVERNANCE STATEMENT OF ACCOUNTS 2005 / 2006**

The Chairman introduced Mr. J. Gorrie, from KPMG LLP (UK), the appointed auditor to the Council, together with Mr. N. Rafiq, Assistant Manager at KPMG LLP (UK).

Mr. Gorrie circulated copies of a draft "External Audit: 2005/06 Audit Memorandum - ISA 260 Report to those charged with governance" document which gave an indication to the Council of any audit issues which may need to be addressed and to ensure that audit and accounting codes of practice are adhered to. He stated that the report outlined the findings of the audit of the Council's Statement of Accounts for 2005/2006.

RESOLVED that the "External Audit: 2005/06 Audit Memorandum - ISA 260 Report to those charged with governance" document be noted.

14/06   **LETTER OF MANAGEMENT REPRESENTATIONS FOR THE STATEMENT OF ACCOUNTS FOR THE YEAR ENDED 31ST MARCH 2006**

The Board considered the draft Management Representation Letter which the Council is required to send to its auditors before the formal Audit Report can be issued.

RESOLVED that:
(i)   the draft Management Representation Letter, as outlined in Appendix A to the report, be noted; and
(ii)   the Head of Financial Services be authorised to make any necessary amendments to the draft Management Representation Letter following consultation with KPMG.

15/06   **KPMG INTERNAL MEMORANDUM 2005 / 2006**

Consideration was given to the Internal Memorandum 2005/2006, issued by KPMG and the Audit Commission, together with the management response to the recommendations.

RESOLVED that:
(i)   the 2005/2006 Internal Memorandum be noted; and
(ii)   the management response to the Audit and Inspection Letter be endorsed.

16/06   **NEW FINANCIAL REGULATIONS**

The Board considered the proposed new Financial Regulations which had been prepared following a thorough review of the existing Regulations. The Regulations provided a framework for the administration and control of the Council's financial affairs and formed part of the Council's Constitution.

RECOMMENDED that:
(i)   the Council approve the amendment of paragraph 4.3.5, relating to capital project budget overspending, from that referred to in Appendix A to the report to the following:-

"4.3.5 Where it appears that any capital project estimate will be -

(a)   exceeded by up to £5,000, it shall be the duty of the Service Manager concerned, in consultation with the relevant Head(s) of Service, to inform the Head of Financial Services at the earliest opportunity;

(b)   exceeded by between £5,001 and £15,000, it shall be the duty of the Service Manager concerned, after joint consultation with the relevant Head(s) of Service and the Head of Financial Services, to inform the Corporate Director (Resources) at the earliest opportunity;

(c)   exceeded by between £15,001 and £100,000, it shall be the duty of the Service Manager concerned, after joint consultation with the relevant Head(s) of Service, the Head of Financial Services and the Corporate Director (Resources), to inform the Executive Cabinet at the earliest opportunity; and

(d)   exceeded by over £100,000, it shall be the duty of the Service Manager concerned, after joint consultation with the relevant Head(s) of Service, the Head of Financial Services and the Corporate Director (Resources), to inform the Council at the earliest opportunity."

(ii)   in all other respects, the new Financial Regulations be noted and approved.

17/06   **INTERNAL CONTROL FRAMEWORK**

Consideration was given to a proposed Internal Control Framework which included arrangements for the management of risk across six key areas, including Performance Management, Internal Audit, External Audit, Assurances by Managers, Risk Management and other sources of assurance.

RESOLVED that the Internal Control Framework be approved.

18/06   **2005 / 2006 INTERNAL AUDIT OPINION**

Consideration was given to the 2005/2006 Internal Audit Opinion on the Council's internal control environment and other matters which were detected during routine internal audit work.

RESOLVED that the Internal Audit Opinion report on the Council's internal control environment for 2005/2006 be approved.

19/06   **INTERNAL AUDIT PERFORMANCE AND WORKLOAD**

The Board gave consideration to the summary of the current performance and workload of the Internal Audit Section.

RESOLVED that:
(i)   the current status of, and work completed on, the Audit Plan for 2006/2007 be noted and approved;
(ii)   (a) the work completed by the Internal Audit Section during the first five months of 2006/2007; (b) the current Performance Indicator statistics; and (c) the work relating to ongoing investigations, be noted.

20/06   **RECOMMENDATION TRACKER**

Consideration was given to the current progress on the implementation of "priority one" recommendations which had been included in audit reports issued since April 2005.

RESOLVED that:
(i)   the Audit Finding relating to the production of a new Accountancy Codebook be deleted from the list as it is not considered to be high priority;
(ii)   the progress made to date on the "priority one" recommendations, outlined in Appendix A to the report, be noted, and the necessary action be taken to improve the issues referred to

The Meeting closed at 7.25 p.m.

Chairman

BROMSGROVE DISTRICT COUNCIL

MEETING OF THE LOCAL DEVELOPMENT FRAMEWORK WORKING PARTY

Monday, 25th September 2006 at 2.00 p.m.

PRESENT: Councillors Mrs. J. Dyer M.B.E. (Chairman), Mrs. K. M. Gall, R. Hollingworth, G. H. R. Hulett, Mrs. J. D. Luck, D. C. Norton, N. Psirides J.P., J. A. Ruck, Mrs. M. A. Sherrey J.P. and C. J. Tidmarsh.

07/06   **APOLOGIES**

Apologies for absence were received from Councillors G. N. Denaro and C.J.K. Wilson.

08/06   **MINUTES**

The Minutes of the Meeting of the Working Party held on 3rd August 2006 were submitted.

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

09/06   **A RE- INTRODUCTION TO THE LOCAL DEVELOPMENT PROCESS**

Officers gave a presentation which re-introduced Members to the Local Development Framework Process. The differences between this process and the previous Planning System were highlighted. It was appreciated that the intention was that the system would be less complicated, more responsive and better able to involve the community. Members were concerned however that certainly initially a great deal of additional work was required by Officers and Members. The revised timetable for the production of the various documents within the Local Development Framework was explained.

There was general discussion regarding the issue of Affordable Housing and housing targets. It was noted that the Authority's housing allocation would not be finally confirmed until December 2007.

RESOLVED: that the contents of the presentation be noted.

10/06   **REVISED LOCAL DEVELOPMENT SCHEME**

Consideration was given to a report relating to the need for the production of a revised Local Development Scheme to accurately reflect the changes which have occurred since the approval of the previous scheme in October 2005.

The main changes to the scheme were as follows:

- The inclusion of a Town Centre Area Action Plan
- Deferment of the production of the Core Strategy Preferred Options until July/August 2007
- Deferment of the production of the "Affordable Housing and " Managing Housing" Supplementary Planning Documents until February 2008
- Deferment of the production of Development Control Policies Development Plan Documents until November/December 2008

It was reported that in order to meet targets related to the Planning Delivery Grant System and Best Value Performance Indicators, the Local Development Scheme needed to be amended in accordance with the timetable attached to the report to reflect a more realistic timescale for document production over the next three years. It was reported that the amended scheme would need to be forwarded to the Government Office for the West Midlands for approval and that when this approval was received the scheme would need to be formally adopted by the Council.

RECOMMENDED: that the amended Local Development Scheme be submitted to the Government Office for the West Midlands for approval.

11/06   **LONGBRIDGE AREA ACTION PLAN**

Consideration was given to the report on the progress made with regard to the preparation of an Area Action Plan for the former MG Rover works at Longbridge. It was reported that at the present time the Action Plan was still very much a "work in progress" and was not the definitive version. The proposals which were being put forward were intended to encourage debate and discussion and at present neither this Council nor Birmingham City Council were being requested to endorse any of the issues or options.

It was reported that a major change since this issue had first been considered was that a single Area Action Plan for the whole site was now being produced by the Project Group. The Action Plan would straddle the boundary between Birmingham and Bromsgrove. There was a general discussion regarding the various options put forward at this stage and there was some concern over the issue of the possible need for a link road as part of the development. It was confirmed that as part of the on going work a traffic survey was to be undertaken.

Members were also concerned that the public consultation on all of the issues and options should be as extensive as possible and that if possible, households in all relevant areas, including Alvechurch, Hopwood, Cofton Hackett and Rubery should receive copies of the next Newsletter. Officers undertook to check the circulation areas for the distribution of the newsletter and to request it's extension if necessary. It was noted that other consultation had taken place, including visits to Cofton Hackett, Barnt Green and Alvechurch Parish Councils by St. Modwen Properties PLC and via the appropriate website.

It was felt it would be very useful for members to undertake a detailed site visit of the areas to be covered by the Action Plan to include if appropriate, an overall view of the site from a vantage point on the Lickey Hills.

  RESOLVED:

 (a) that the contents of the report be noted;

 (b) that an approach be made to the company undertaking the public consultation to request that the Newsletter is distributed to all relevant households;

 (c) that arrangements be made for members of the Working Party to visit the site.

12/06   **GROUPS TO ADDRESS PLANNING POLICIES**

There was a brief discussion regarding the process by which a number of small Working Groups to consider in detail and review various planning policies would be set up and would operate.

RESOLVED: that this matter be finalised by the Portfolio Holder for Planning, Chairman of the Planning Committee and the Leader of the Council following discussion and that arrangements be made for the appropriate Groups to be

established and to commence their considerations as soon as possible.

- 3 -

The Meeting closed at 4.15 p.m.

Chairman

BROMSGROVE DISTRICT COUNCIL

EXECUTIVE CABINET

4th OCTOBER 2006

STATEMENT OF GAMBLING PRINCIPLES

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

1.   SUMMARY

1.1   To seek approval to publish the Council's draft Statement of Gambling Principles in accordance with the Gambling Act 2005.

2.   RECOMMENDATION

2.1   That Members recommend to Council that they approve the attached draft Statement of Gambling Principles.

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 Principles, which will be used to determine all applications made under the terms of the Act.   Such a Policy must be published at least four weeks prior to the start of the transition period on 31st January 2007. 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 Members may recall that at the Meeting of Executive Cabinet held on 12th July 2006, it was agreed that we could begin the formal process of consultation. The following bodies were consulted:

- All Responsible Authorities, namely, the Police Authority, the Fire and Rescue Service; local Planning Authority, Environmental Health, Worcestershire Safeguarding Children Board; HM 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; and
- Details were also placed on the Council's Website, and in 'Council Chat'.

3.6 The period of consultation ran from 17th July to 11th September, during which time the Council received eleven responses. The schedule of responses is attached at Appendix '1'. In general the responses support the content of the policy and the Council's positive approach to the new legislation.

3.7 In light of the comments received, it has not been necessary to make any changes to the Council's Statement of Principles on this occasion. In respect of the comments received relating to application procedures, guidance information on each type of application process will be made available to applicants and/or their agents prior to the start of the transition period at the end of January. A copy of the Council's Statement of Principles is attached at Appendix '2'.

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 if the legislation allows local authorities to set their own fee levels.

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. Training for Licensing Committee Members has already been arranged and is scheduled to take place on 3rd November.

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 IMPLICATIONS

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.

9. APPENDICES

Appendix 1   Schedule of Responses
Appendix 2   Council's Statement of Principles

10. **<u>BACKGROUND PAPERS</u>**

Guidance to Licensing Authorities issued by the Gambling Commission (April 2006)
Responses received from consultees.

<u>CONTACT OFFICER</u>
Name: Sharon Smith – Principal Licensing Officer
E Mail: sharon.smith@bromsgrove.gov.uk
Tel: (01527) 881626

Schedule of responses to the Council's Statement of Gambling Principles

Reference	Respondent	Comments	Appraisal	Response
001	Hagley Golf and Country Club	The Club agreed that the Policy guides decision makers, applicants, objectors and others involved in the licensing process without limiting the Council's duty to consider each individual application on its own merits. The Club considered that it was not necessary to include any further information.		
002	Lickey & Blackwell Parish Council	The Parish Council agreed that the Policy guided decision makers, applicants, objectors and others involved in the licensing process without limiting the Council's duty to consider each individual application on its own merits. It was suggested that the Council considers passing a resolution to prevent applications for a casino in the District If casino licences are issued, they should be on very limited scale.	This is not applicable and no alterations need to be made to the Policy to reflect this comment. Only those Local Authorities who put forward a bid and have been selected by the Secretary of State to provide such facilities will be able to grant a Casino Premises Licence.	
003	Enterprise Inns	Enterprise Inns were pleased that the Council had based its Policy on the LACORS template. They would like to see included in the Policy an outline of the application procedure for permits for more than two machines It was further felt that reference to the transitional arrangements could be included.	The Council will be providing separate guidance information with regard to the transitional arrangements and the application process for all forms of gambling. It is not necessary for these to form part of the Policy.	

004	British Beer & Pub Association	They would like to see included in the Policy an outline of the application procedure for permits for more than two machines It was further felt that reference to the transitional arrangements could be included.	The Council will be providing separate guidance information with regard to the transitional arrangements and the application process for all forms of gambling. It is not necessary for these to form part of the Policy.	
005	Hereford & Worcester Shooting Ground	The Club agreed that the Policy guides decision makers, applicants, objectors and others involved in the licensing process without limiting the Council's duty to consider each individual application on its own merits. The Club considered that it was not necessary to include any further information.		
006	Crime & Disorder Reduction Partnership	The Partnership agreed that the Policy guides decision makers, applicants, objectors and others involved in the licensing process without limiting the Council's duty to consider each individual application on its own merits. The Partnership considered that it was not necessary to include any further information.		
007	St. Bartholomew's Church, Tardebigge	The Church agreed that the Policy guides decision makers, applicants, objectors and others involved in the licensing process without limiting the Council's duty to consider each individual application on its own merits.		
008	The Association of British Bookmakers	The Association of British Bookmakers hopes and expects that a light touch approach will be taken to the imposition of conditions and regulatory burdens on the industry, save in so far as they are necessary and proportionate in individual cases.	Please refer to paragraphs 12.4 and 18.2. The need for conditions will be assessed on the specific merits of each application. Furthermore the Council will work with the Commission, the police and other enforcing authorities, as well as having regard to any specific guidance produced by the Commission, for dealing with agreed	

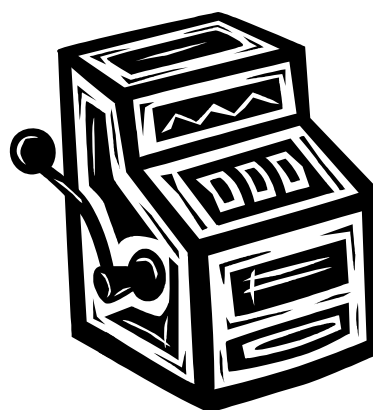|				
			problem or high-risk premises. A lighter touch will be applied to those premises which are shown to be well managed.	
009	Worcestershire County Council – Worcestershire Safeguarding Children Board	All references to the Area Child Protection Committee be removed and replaced with Worcestershire Safeguarding Children Board. The Board have requested that the issue of child protection and safeguarding figure prominently in any publicity material relating to the Act particularly in written guidance given to applicants.	The Policy will reflect this change, as well as any subsequent guidance information given to applicants. It is the intention of the Council to prepare separate comprehensive guidance for applicants, which will include information on the requirement to satisfy the three licensing objectives, one of which is the protection of children from being harmed or exploited by gambling. Advice to applicants will also be contained in Codes of Practice produced by the Gambling Commission.	
010	Wythall Community Association	The Association agreed that the Policy guides decision makers, applicants, objectors and others involved in the licensing process without limiting the Council's duty to consider each individual application on its own merits. The Association considered that it was not necessary to include any further information.		
011	Clent Hills Family Amusement Arcade	The Arcade agreed that the Policy guides decision makers, applicants, objectors and others involved in the licensing process without limiting the Council's duty to consider each individual application on its own merits. The Arcade considered that it was not necessary to include any further information.		

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Gambling Act 2005

Statement of Gambling Principles

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Appendices

Statement of Principles – Gambling Act 2005

1.0 <u>Introduction</u>

1.1 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'.

1.2 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.

1.3 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.

1.4 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.

1.5 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.

2.0 <u>Gambling Act 2005</u>

2.1 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.

2.2 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

2.3 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.

2.4 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.

3.0 The Gambling Commission

3.1 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.

3.2 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.

3.3 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.

3.4 Information about the Gambling Commission can be found on the Internet at:
www.gamblingcommission.gov.uk or by phone: 020 7306 6218.

4.0 Authorised Activities

4.1 '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.

5.0 General Statement of Principles

5.1 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.

5.2 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.

5.3 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.

5.4 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.

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

5.6 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.

5.7 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.

5.8 This statement is not intended to override the right of any person to make an application under the Act, and to have that application considered on its merits. Equally, this Statement of Principles is not intended to undermine the right of any person to make representations about an application or to seek a review of a licence where provision has been made for them to do so.

6.0 Preventing gambling from being a source of crime and disorder

6.1 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.

6.2 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.

6.3 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.

6.4 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.

6.5 "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.

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

7.0 Ensuring gambling is conducted in a fair and open way

7.1 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.

7.2 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.

8.0 Protecting children and vulnerable people from gambling

8.1 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.

8.2 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.

8.3 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.

8.4 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.

8.5 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.

8.6 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.

9.0 Premises licences

9.1 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

9.2 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'.

9.3 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.

9.4 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.

9.5 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.

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

9.7 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.

9.8 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.

9.9 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.

9.10 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.

10.0 Responsible authorities

10.1 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

10.2 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.

11.0 Interested Parties

11.1 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.

11.2 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

11.3 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

11.4 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.

11.5 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.

12.0 Licence conditions

12.1 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.

12.2 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.

12.3 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.

12.4 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.

13.0 Gaming Machines

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

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

13.3 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

13.4 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.

13.5 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.

14.0 Temporary Use Notices

14.1 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.

15.0 Occasional Use Notices

15.1 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.

16.0 Lotteries

16.1 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.

16.2 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.

17.0 <u>Exchange of Information</u>

17.1 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.

17.2 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.

17.3 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.

17.4 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.

17.5 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.

18.0 <u>Enforcement Protocols</u>

18.1 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.

18.2 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.

18.3 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 Citizens Advice Bureau and GamCare.

BROMSGROVE DISTRICT COUNCIL

EXECUTIVE CABINET

4TH OCTOBER 2006

CONSULTATION POLICY AND GUIDANCE

Responsible Portfolio Holder	June Griffiths – Deputy Leader and Portfolio Holder for Spatial Strategy and Customer Care
Responsible Head of Service	Hugh Bennett – Assistant Chief Executive

1. **SUMMARY**

1.1 To agree an External Consultation Policy for the Council and guidance for managers in support of this policy.

1.2 To update Members on progress with the Customer Panel contract.

2. **RECOMMENDATION**

2.1 It is recommended that Cabinet:-:

   i. Agree the External Consultation Policy for the Council and the guidance for managers in support of this policy (**Appendices 1 and 2** respectively).

   ii. Agree to seven focus groups being held in the period October to December 2006, five on developing customer standards and two on the 2007/08 budget.

   iii. Agree that statistically focus groups cannot be representative, but that every attempt will be made ensure the focus groups are representative of the demographics and various communities of the district.

   iv. Agree that all the focus groups will be held at the Council House to avoid the problems that arose last year.

3. **BACKGROUND**

3.1 The Council is currently in the process of recruiting a Communications Manager as part of the Council's Improvement Plan. The focus for this manager will be to provide a more strategic communications service than is currently possible. Areas of focus will include: the investigation of an

approach to neighbourhood management, improved internal communications, better Member communications, a more strategic approach to our press/media relations and a more strategic and planned approach to consultation and customer feedback.

3.2   As part of the 2006/07 budget, Council agreed to outsource the existing citizen's panel (now referred to as the Customer Panel) to ensure that the Panel is statistically valid and to enable the Council to draw on research skills which are not available in house. Not all consultation and customer feedback work will be undertaken by the Panel, but regardless of how consultation and customer feedback is undertaken, it is good practice that the Council has a clear policy on how it will conduct such work and that Members and managers have access to guidance to help them through this process.

3.3   This report sets out a Council policy on consultation and supporting guidance and also updates Cabinet on the progress with the Customer Panel and asks for agreement on how to conduct this. The policy on external consultation is set out in **Appendix 1** for approval and the supporting guidance in **Appendix 2**.

3.4   The Council has recently let a contract to SNAP to provide a Customer Panel. There are two key pieces of work planned for the Customer Panel before the end of the calendar year. Firstly, a series of focus groups to find out, for our high customer volume services, how our customers measure us. This information will then be used early in 2007 to survey all members of the Customer Panel. We will then conduct this survey every six months, so that we can build customer trend data. There is a national survey, conducted by the Department of Communities and Local Government (and this is being undertaken at the moment); however, it is only conducted every three years and is generic i.e. does refer specifically to the services we provide. The following focus groups are proposed:-

    ↓ Waste and recycling collection.

    ↓ Leisure provision.

    ↓ Planning.

    ↓ Customer Service Centre.

    ↓ Street Scene Services.

3.5   Customer standards to go in the survey will also be developed for Council Tax collection and communications; however, because there are only five focus groups available, these will be developed without the use of focus groups (we will have an opportunity to undertake such work in year two of the contract).

3.6 Two other focus groups are proposed, both on the 2007/08 budget. Last year we undertook some very useful focus group work on the budget, but it was general in nature e.g. it identified our resident's broad priorities e.g. the town centre, affordable housing etc. The proposal this year, is to provide the focus groups with the list of proposed growth bids and proposed savings and ask them to rank them in order of priority. The exact timings of this work are to be confirmed with the Head of Financial Services, but the expectation is that this work will take place in November or December 2006 depending on the budget timetable. The focus groups on customer standards are timetabled for October 2006.

3.7 Last year there were a number of issues with the focus groups undertaken. There was an instance of a Parish Councillor attending a focus group because they believed the meeting was public, when in fact it was not. There were also member concerns about the location of the various focus groups. Clearly, there are not enough focus groups to go around each ward (this would be prohibitively expensive). Members have the opportunity to decide where they want the focus groups; however, for now the guidance provided by the Assistant Chief Executive to SNAP is that they all take place at the Council House, but that SNAP recruit panel members from across the District and not just from Bromsgrove town.

4. FINANCIAL IMPLICATIONS

4.1 There are no financial implications, as the budget has already been agreed.

5. LEGAL IMPLICATIONS

5.1 Not applicable.

6. CORPORATE OBJECTIVES

6.1 Council Objective 3 – Sense of Community and Well Being. Priority 6 – Community Influence.

6.2 Council Objective 4 – Improvement. Priority 7 – Customer Service.

7. RISK MANAGEMENT

7.1 Much of the risk has been mitigated by employing a research company with the appropriate expertise. Key risks include, political fall out from locating the focus groups, hence the reason for asking for Member agreement on this. There is also a risk that sharing the long list of possible growth bids and savings with the public may mean that this ends up on the front page of a local paper again, however, this needs to be balanced with the positive engagement of local people in the budget process and their views being fed into the budget process.

8. CUSTOMER IMPLICATIONS

8.1 Staff will be briefed on the customer implications of this work through Core Brief. The main method of communicating to customers will be through the Council Tax leaflet and through an Annual Report to all residents (as one of the four "Council Chats" in 2007. The outcomes from all work by the Customer Panel will be reported to Cabinet e.g. as part of the budget discussions etc.

9. OTHER IMPLICATIONS

Procurement Issues – None.
Personnel Implications – None.
Governance/Performance Management – The customer standards focus groups will provide customer satisfaction data that can be fed into the performance management framework.
Community Safety including Section 17 of Crime and Disorder Act 1998 – none.
Policy – a clear policy for the operation of consultation.
Environmental – none.
Equalities and Diversity – the Customer Panel will be statistically representative of the District's population unlike previous consultations.

10. OTHERS CONSULTED ON THE REPORT

Portfolio Holder	**Yes**
Acting Chief Executive	**Yes**
Corporate Director (Services)	**Yes**
Assistant Chief Executive	**Author of report**
Head of Service	**Yes, plus SNAP are working with relevant HoS on developing the focus groups**
Head of Financial Services	**No financial implications**

Head of Legal & Democratic Services	**No legal implications, but will be worked with for the development of the Member survey.**
Head of Organisational Development & HR	**No HR implications, but will be worked with closely for the development of the staff survey.**
Corporate Procurement Team	**Worked with as part of letting contract**

11. APPENDICES

Appendix 1   External Consultation Policy 2006.
Appendix 2   External Consultation Guidance.

12. BACKGROUND PAPERS

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Consultation Policy for Bromsgrove District Council

Influencing the future

External Consultation Policy 2006

Introduction

The Local Government Act 2000 states that we should involve customers more in developing policy and consult on all issues that affect them.

The Government's agenda to modernise local government is clear and stresses the importance of getting closer to the community is a priority for local councils. Not only by encouraging people to vote but by giving people the opportunity to be much more involved in Council decision making. Ensuring that people do not just tell us what they think about services but by involving local people in making decisions, across a wide range of issues.

A genuine commitment to improving consultation and community engagement should not be driven solely by legislation. There needs to be a real commitment to demonstrate that democracy is about freedom of speech the ability to positively contribute to decisions that affect our lives and not just about voting in elections. There is an inherent belief that involving people builds capacity within communities and leads to better, more appropriate services, from a Council that is in touch with its communities.

There is obviously the need to strike a balance. Consultation for its own sake is
- a waste of public money,
- misleads those whose opinions are being sought and
- ultimately damages the reputation of the Council.

It is important to remember that consultation is not always appropriate, mainly because the Council already has sufficient current and appropriate feedback from stakeholders and can safely move forward taking that existing intelligence into account.

The Context of Consultation in Bromsgrove District.

In Bromsgrove District we have made a commitment to putting local communities at the heart of what we do. This can be achieved by giving people a real say in decision making and a key role in judging our performance – judgements about quality of service and value for money are not only for professionals.

Bromsgrove Council District exists to lead the community and speak out for the interests of the people of the district both now and for those in the future and to ensure that quality services are delivered in the district. Our mandate to do this stems directly from the democratically elected status of our Councillors. In order to do both, Bromsgrove District Council aims to be able to listen to local people and to translate those views into action.

Our Vision states

"Working together to build a District where people are proud to live and work, through community leadership and excellent services "

The Council has clearly stated its commitment to consultation in its Improvement Plan for recovery from Voluntary Engagement.

Aim.

Our aim is to increase and improve community consultation and face to face engagement with residents in all parts of the District and ensure that we demonstrate the impact of our consultation in our decisions and services feedback findings to those involved in consultation.

Objectives:

- To encourage a healthy democratic relationship
- To improve service delivery and service take-up
- To support the development and delivery of the community strategy
- To establish priorities when resources are scarce
- To track and improve customer satisfaction
- To improve understanding about the roles and responsibilities of the Council
- To ensure service standards reflect users' preferred outcomes
- To ensure that services match more closely user expectations
- To help Members and officers make more informed decisions
- To develop a fresh approach to service changes
- To foster a greater sense of 'the Council and its community'
- To support bids for external resources

Consultation Principles.

We need to be able to demonstrate integrity in both our commitment to the process and in execution of the consultation activity. It is important that we have a shared agreement across the organisation about the basic assumptions in our commitment to consultation:

These are

- Service users and Council stakeholders will be empowered to have a say about Council services and performance.   Consultation is part of the democratic process with people, who have the right to have their voice heard. We will ensure that there are opportunities for that to happen; however, local people also have a responsibility as citizens to participate when given the opportunity to do so.

- Citizens have a right to influence service developments.

- We will undertake consultation only where relevant and where we need to build citizens' current views and wishes into the decision making / action planning process or in order to discover people's satisfaction with our services and other issues relating to the Council and the District

- We will take into account the diverse needs of our communities in any consultation exercise. The methods we use to consult will reflect the abilities, ethnicity, age and other characteristics of the target group.

- We will ensure appropriate use of consultation resources through joint working with other organisations where appropriate and reflect the 'issue' based rather than 'service' or 'organisation' based concerns of stakeholders.

- Consultation is a two-way process and will be used to inform stakeholders as well as to seek views.

- Those consulting on behalf of the Council, will adhere to the Council's Consultation Policy and

We will always consult, as a minimum, about:

- Major changes in services
- Plans for developing services or introducing new services
- Plans to change buildings or their use, or to construct new buildings
- The Council budget
- Where there is a statutory obligation to do so.

Our consultation principles

- We will use Plain English and keep our consultation jargon free. Where appropriate we will use formats that make consultation accessible for people with physical, sensory or learning difficulties.

- We will be clear about the scope of any consultation activity and be open about that with those involved.

- We will co-ordinate consultation across the Council and the Local Strategic Partnership to ensure best use of resources.

- We will feed back the results of consultation to those involved, and where appropriate and relevant, to a wider audience.

- We will share consultation findings across the organisation linking results to our Council Plan as a way of continuous monitoring and evaluation.
- We will act as a learning organisation by monitoring the appropriateness and effectiveness of consultation activity and sharing good practice.

- We will publicise improvements and changes to services and facilities arising from customer feedback.

- We will reflect the diverse nature of the district in our activities.

- We will harness the opportunities offered through new technology to secure people's views.

Shared Definitions and Levels of consultation

In Bromsgrove the term 'consultation' is used to cover both 'market research' and 'consultation'. MORI (Market & Opinion Research International) makes the following distinction:

Research

Is usually used to find out new facts and to systematically measure the views of a particular group of people at a particular point in time. Representative and statistically reliable research can be used to evaluate issues and performance over time.

Consultation

Is a process of seeking information and advice from individuals or groups. They may not be representative of the population as a whole, but they will usually have clear views about the issues under consideration.

An effective process will often involve elements of both market research and consultation, e.g. using research to help discover where there are concerns and inform policy proposals on which to then consult.

Even with this definition, consultation can take many forms, and it is important that there is a common understanding amongst staff, Members and the community about the scope of any consultation activity and the degree of influence consultees may have when being invited to share their views and give feedback to help make decisions. Bromsgrove District Council recognises that there are five categories of consultation:

Description	Definition – the circumstances under which this category of consultation would be used	Example of this category of consultation
Category A: **Information gathering**	I am testing out satisfaction with services that will inform future planning. I don't need to make a decision now but I am gathering information that I may use later.	Questionnaire on satisfaction with waste recycling
Category B: **Seeking Views**	We will be making a decision or planning service changes so we are seeking information/your general views to help us make that decision or plan changes	Consultation on a draft strategy before taking the final version to Members
Category C: **Making choices**	We have a number of options and are seeking your views/ preferences before making a decision. We are taking a 'vote' on options and your preferred option will be reported to the relevant decision making body	Workshop to obtain views on design options for park facilities
Category D: **Generating Ideas**	We are seeking your views on an issue that is at an early stage. We do not have definite options at this stage, so we want you to help us generate ideas/options so we can jointly identify and agree a way forward	Consultation to identify the locations of community sports equipment across the Borough
Category E: **Participation /Joint Decision Making**	Let's jointly agree what needs to happen and how. We will be making decisions together.	Working party to identify suitable amenities and services in a Community Centre.

These definitions provide clarity for those carrying out the consultation activity and for those being consulted. All consultation activity undertaken within the Council will be categorised accordingly, to ensure clarity from the outset about the scope of the activity. This will be made clear in any reports to Members.

In order to make sure we are able to gain the best possible results from our consultation process some of this work has been outsourced to an external organisation and from September the Customer Panel will be run by Snap Surveys. The company was formed in 1981 and operates entirely in the field of survey services and software. The company has offices based in Bristol, London and the USA. They were recruited as the result of competitive tendering and demonstrated a clear understanding of the importance of value for money and customer service, both high priorities within the Council.

This has been done in order to ensure fair representation across all sectors of the of our local communities e.g. young, old, black, white, enabled and disabled it is important that we recruit representatives from all of the diverse groups that make up the community within Bromsgrove District.

The table below shows an initial timetable of planned activity through out 2006-2007 that Snap surveys will be conducting on our behalf .

Schedule for Customer Panel   2006-2007

	Sept 2006	Oct 2006	Nov 2006	Dec 2006	Jan 2007	Feb 2007	Mar 2007	April 2007	May 2007	June 2007	July 2007	Aug 2007	Sept 2007	Oct 2007	Nov 2007	Dec 2007	Comments
Recruitment of Panel	▓	▓	▓														
External Customer Satisfaction Surveys					▓	▓	▓						▓	▓	▓		
Internal Customer satisfaction surveys					▓								▓				
Routine Contact with panel members	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓		
Member Survey					▓	▓	▓										
Customer Standards Focus Groups		▓															
Budget Focus Groups			▓	▓													
Staff Survey					▓	▓	▓										

Further dates will be added as ongoing demand requires

Roles and Responsibilities

Elected Members

- **All Members -** To act as community or Council advocates, through ward work and surgeries. To assist with communicating results back to consultees. To act as a link with partner organisations for joint consultation.

- **Cabinet Members -** To ensure that the results of consultation are used to develop policy and make informed decisions.

- **Scrutiny Members -** To commission and manage issue-specific consultation in line with Scrutiny's work programme.

Senior Managers/Corporate Management Team

Will ensure that the strategic direction of the Council is informed by appropriate consultation and that planned consultation is reflected in the Service Business Plans.

Staff

Will seek the views of customers / stakeholders and share those views with the relevant manager.

Corporate Communications, Policy and Performance Team

Will act as guardians of the principles and practices of consultation within the Council. They will provide the tools for managers to co-ordinate consultation across the organisation to avoid risk of duplication. They will manage the Customer Panel and work with officers on corporate consultation exercises and to promote internally and externally the range of consultation activity carried out, and monitor the improvements being made.

Consultation Network [to be developed once Communications Manager in post]

To work closely with the Communications group in co-ordinating consultation and developing innovative and meaningful consultation programmes. We will share the findings of consultation activity and demonstrate the culture of a learning organisation.

Critical success factors

This policy sets out the principles underpinning the Council's Improvement Plan, the commitment we are making to consultation and our explicit requirement for all those leading consultation initiatives to be absolutely clear about the level of consultation they are working to. However, the following factors need to be present for the Council to make the required step change:

- A commitment from Members and CMT to ensure the required resources are available
- A willingness from staff to follow the guidance
- Sharing of the outcomes of consultation
- Regular and appropriate feedback to consultees

Risk Assessment

The consultation policy is designed to minimise the following risks:

- Lack of feedback from stakeholders on which to base decisions
- Inappropriate use of limited resources
- Failure to meet satisfaction targets
- Inability to meet Council objective 4 Improvement /Reputation
- Failure to become an excellent Council

Bromsgrove District Council
Influencing the Future

External Consultation Guidance

CONTENTS

1   Introduction

1.1.   This document is a practical guide to carrying out effective consultation. It supports the consultation policy/strategy agreed by Members at 04 October 2006 Cabinet.

1.2.   This document is designed to assist you in your consultation activity and should help you in thinking about:

- Why you want to consult
- What you want to consult about
- How you are going to carry out the consultation
- What you are going to do with the results of the consultation.

2.   Background

1.1.   Consultation is not a panacea to all ills or the saviour of our problems. If not thought through well it can be expensive and time-consuming. It will not always give you the answers you want and it may raise expectations that you cannot meet. However, consultation is all about listening to and respecting the views of other people, even if they are contrary to those you wish to hear. Effective consultation is a critical part of us achieving our Vision as a community leader and acting as a strong voice for the people of our District.

3.   Ten Steps of Good Consultation

Step 1 - Before you start

1.2.   Anyone involved in consultation activity, from questionnaires to focus groups, should speak to the Corporate Communications Policy and Performance team to discuss the purpose, scope and planned approach to your consultation.

1.2.   It may be possible to combine resources with another department or team where similar consultation is planned or it may be possible to use existing information. Consultation can be expensive so first of all find out what consultation and research has already been done within the Council.

1.3.   It may be that some of the information you think you need to gather is already available. A catalogue of consultation will be built up on the Intranet. There may be an existing sample of people you can use –

1.4.   consider whether you could use the Customer Panel for example or there may be existing groups that you can use as part of the consultation (parents groups or tenants groups). The Corporate

Communications, Policy and Performance Team can advise you on types of consultation and toolkits of good practice. The Customer Panel will survey residents twice a year.

1.5.   Remember, there are many good reasons to consult, but there may also be issues where consultation is not appropriate. These might include:

- Where our room for manoeuvre is so limited, either by statutory or budget restrictions, that consultation is meaningless;
- Where we have already consulted on a similar issue and where consultation 'fatigue' may set in;
- Where the issue should or could be resolved without needing a process of consultation.

Step 2 - Be clear about the scope of your consultation

1.6.   Be clear in your own mind about what you are asking people, why you are consulting with them and the extent of their involvement. Consultation that is too open ended may raise expectations that you can't deliver on, so you need to be clear about the parameters you will be setting as you will need to be able to outline these to consultees and it will guide you as to how you will use and report on the feedback.

1.7.   The scope of your consultation will also depend on factors such as time and budget.

1.8.   All consultation needs to be 'categorised' according to the following definitions:

A   Information gathering
B   Seeking views
C   Making choices
D   Generating ideas
E   Participation/Joint decision making

The 2007/08 business plan template asks heads of service to identify planned consultation in the year ahead and which category of consultation it is.

Description	Definition – the circumstances under which this category of consultation would be used	Example of this category of consultation
Category A: Information gathering	I am testing out satisfaction with services which will inform future planning. I don't need to make a decision now but I am gathering information which I may use later.	Questionnaire on satisfaction with waste recycling
Category B: Seeking Views	We will be making a decision or planning service changes so we are seeking information/your general views to help us make that decision or plan changes	Consultation on a draft strategy before taking the final version to Members
Category C: Making choices	We have a number of options and are seeking your views/preferences before making a decision. We are taking a 'vote' on options and your preferred option will be reported to the relevant decision making body	Workshop to obtain views on design options for park facilities
Category D: Generating Ideas	We are seeking your views on an issue which is at an early stage. We do not have definite options at this stage, so we want you to help us generate ideas/options so we can jointly identify and agree a way forward	Consultation to identify the locations of community sports equipment across the District
Category E: Participation/Joint Decision Making	Let's jointly agree what needs to happen and how. We will be making decisions together.	Working party to identify suitable amenities and services in a Community Centre.

These descriptions should be reflected in any reports to Members.

1.9. It is important to remember that Category A is not any less valuable or worthy than Category E. This is about a choice as to what is the most relevant/appropriate to the nature of the work the consultation is for. What is vital is that you are clear about the type of consultation you are undertaking before you embark on the exercise.

Step 3 - Plan the form of consultation

1.10. There are many ways to seek people's views. Think carefully about the following factors:

- How many people do you need/want to consult with?
- Do you want to use a questionnaire or a different type of consultation?
- Is it more important to get superficial opinions from a large number of people or to get more in depth views from fewer people?
- Do you want the views of a representative group of the population?
- Do you want certain groups or can you extend an open invitation to participate?
- How quickly do you need the information and what can you achieve within the timescales?
- What financial and human resources do you have available?
- Do you need to buy in expertise?

1.11. Would any of the following formats for consultation be suitable for your needs?

- Public meeting
- Interest forum
- Planning for real
- User panel
- Focus group
- Postal Questionnaire
- Inclusion in a Customer Panel survey
- Face to face interviews
- On-line survey
- Mystery shoppers
- Existing groups, e.g. mums and toddlers; senior citizens clubs

Step 4 - Decide who to consult and who to involve

1.12. It is important to think about not only those people you need to consult ,but also those who need to be involved in the process as a whole, whether as consultees or as stakeholders.

- Who will be affected by the outcome of the process?
- Who is ultimately in a position to decide if the process goes ahead or not?
- Who has the skill, knowledge and resources to contribute to the process?

1.13. The following checklist may help:

- Service users or customers
- Those who receive a statutory or regulatory service
- Non-users
- Beneficiaries, e.g. parents in relation to an education issue

- Non-residents
- Voluntary and Community Groups
- Interest groups (geographic or interest based)
- Representatives of local businesses
- Elected Members
- Umbrella organisations
- Statutory bodies

1.14.   Organisations and other bodies can be a useful source of identifying who should be consulted.

1.15.   Remember to take account of those individuals who are 'hard to reach' – for example, those who are housebound, people with learning and physical disabilities, ethnic minority groups.

Step 5 - Plan and Identify the Budget

1.16.   The cost of consultation needs to be recorded so that the Council has a clear picture at the end of the year on how much we have invested in this activity.

1.17.   Issues to consider when budgeting for consultation include:

- Researcher time: time and skills for consultation design and analysis
- Consultant time if using external research companies, plus in-house staff time
- Print and postage costs for postal consultation
- Venue hire for events
- Refreshments for events
- Interpreters' costs, carers' allowances and other costs associated with ensuring equality of access
- Incentives to encourage people to take part.

The 2007/08 business plan template asks heads of service to identify the costs of planned consultation activities.

Step 6 - Consultation Options

1.18.   Consultation can basically be grouped into two types:

- Face to face, including focus groups and questionnaires
- Self- completion or telephone questionnaires

1.19.   Page 7 gives a table of the options and the benefits and disadvantages of each option.

Face to face consultation

1.20.   The following need to be taken into consideration when planning face to face consultation, where you are expecting people to travel to a particular venue.

- The venue - it needs to be easy to get to and accessible to disabled people. It may be necessary to offer transport to people who have difficulty reaching the venue. The venue needs to provide the right atmosphere; local venues are sometimes better if they are well known but sometimes an official council building can be more suitable. Think carefully about the impact of the surroundings; do you want a venue that is formal or are you more interested in creating an open and encouraging atmosphere?
- Language barriers – it may be necessary to offer interpreters, including British Sign Language. Check in advance whether an induction loop is installed if you think you will require one. It may be wise to offer written materials in Braille, large print and on tape.
- Timing – what are the best times for the group you are consulting and will the timing result in additional costs, e.g. crèche for children?
- Incentives and allowances – you may need a budget for carers' allowances or travel expenses for people with disabilities. If you are planning on incentives to get people to attend, remember that cash given to people on benefits will have an impact on their benefits. Vouchers may be more acceptable.

1.21.   Involvement – if you are planning a consultation event it may be beneficial to invite other organisations to participate, for example the Police or the PCT. Residents do not see issues in 'boxes' and may want to ask questions of agencies and organisations that work alongside us.

Self-completion Questionnaires

1.22.   A very commonly used form of consultation. However, to get a good response rate great care needs to be taken to ensure that the questions are straightforward. There will not be an expert on hand to help the consultee fill the questionnaire in so questions need to be written in Plain English, multiple choice answers need to be different enough so that people can make an easy choice and an introduction to the subject needs to assume no prior knowledge of a subject, but be succinct and relevant to the question/questionnaire.

1.23.   If you are not using the Customer Panel or the expertise of a market research company your questionnaire should be piloted to make sure that people can understand it. You should check your questionnaire out with the Corporate Communications, Policy and Performance Team.

CHOOSING YOUR METHOD OF CONSULTATION				
A. Face to face consultation				
Technique	**Advantages**	**Disadvantages**	**Using this method**	**Likely costs**
Discussion/ Focus Groups	• Identifies views, expectations and needs of specific target group • Best environment for probing and exploring ideas. • Good way of getting people from excluded community groups together. • Group interaction can stimulate new ideas and thoughts and engender feelings of ownership • Useful for exploring issues in depth, particularly following, or prior to, quantitative research • Personal approach • Provides a non-threatening environment to review sensitive issues, e.g. culture, gender, age.	• Not representative • Dominant individuals can negatively impact upon group dynamics • Selection of delegates can be difficult • Expensive • People may not turn up • Requires experience of moderating groups	• Choose where a particular group's views are important and where a group has a specific interest in the topic e.g. disability groups/estate residents/ethnic minority groups/young people • Ideally should consist of 6-12 participants • Use to test specific proposals • Needs to be effectively facilitated/managed. Good practice to select a facilitator who is not part of the service under debate. However it is helpful for a member of staff from the service to attend for the first part of the meeting to provide details on the service and answer any queries • Usually lasts between 1.5 and 2 hours. • Provide enough time and information for people to make considered and informed choices – do not overwhelm people with technical data • Participants can be recruited from a user group, by selecting specialist groups who are likely to be affected by any policy under review, or by contacting participants from previous focus groups who expressed an interest in further participation. You can also randomly select names from the electoral register	• Venue/ equipment hire • Independent facilitator • Incentives to attend • Transport • Carers' allowances • Accessibility costs

CHOOSING YOUR METHOD OF CONSULTATION				
A. Face to face consultation				
Technique	**Advantages**	**Disadvantages**	**Using this method**	**Likely costs**
			but expect to send approximately 200 invitations for a return of 10 participants, depending on the level of interest in the topic to be discussed.	
Public meetings and roadshows	• Useful for identifying views, expectations and needs of the community • Effective at raising public awareness of the issues and consultation processes through an initial presentation • Can take the issues to all parts of the District	• Does not examine topics in depth • Self-selecting sample • Lobby groups can dominate	• Need a specific topic for discussion and something that will generate a significant level of interest among the general public • Needs to be well marketed • Can be difficult to manage – inappropriate for controversial issues • Need to ensure a mechanism for getting something concrete from the exercise. (vote, show of hands etc.)	• Venue/ equipment hire • Staff costs • Advertising & Publicity • Transport • Accessibility costs • Incentives
Household face-to-face survey	• High response rates • Allows for longer questionnaires and open-ended questions with fuller/more complete answers • Representative quota sample with higher degree of confidence • Allows use of visual materials • Provides quantified information for decision making purposes • Don't need to worry about people being able to read and understand written questions	• Very high cost and time consuming • Does not include people who work in the District but are not residents • Less anonymity, therefore may not get people's true opinions	• Need interest in the survey topic • Need well presented, courteous interview staff • Effective quota sampling procedure	• Questionnaire design • Pilot costs • Photocopying/ printing of surveys • Interviewers • Analysis

CHOOSING YOUR METHOD OF CONSULTATION				
A. Face to face consultation				
Technique	**Advantages**	**Disadvantages**	**Using this method**	**Likely costs**
	• Can reach non-users			
Face-to-face street interview	• High response rates • Allows for longer questionnaires and open-ended questions with fuller/more complete answers • Representative quota sample and higher degree of confidence • Allows use of visual materials • Provides quantified information for decision making purposes • Don't need to worry about people being able to read and understand written questions • Can reach non-users	• High cost • Shorter interviews than household surveys – restricts content • Less anonymity • Difficult to ensure a representative sample	• Need interest in survey topic • Need well presented, courteous interview staff • Short interviews	• Questionnaire design • Interviewers • Pilot costs • Photocopying • Analysis
Planning for real event	• Effective at probing and exploring behaviour and ideas. • Good environment for priority-setting and reaching reasoned conclusions about use of budget, planning buildings and facilities	• Involves only a small selection of the population • Expensive	• Need a small group with significant knowledge/ideas relating to the subject • Need effective facilitation and an appropriate setting	• Venue hire • Facilitators & staff • Transport • Accessibility costs • Invitations
Listening surgeries (Drop-in sessions)	• Obtains views of cross section of the community • Can use different locations • Allows use of visual displays • Relatively inexpensive • Can increase level of awareness of issues	• Self selecting sample • Potentially low response rate	• Choose appropriate locations and advertise • service manager/staff involvement required • make effective use of displays	• venue • incentives • staff • publicity

CHOOSING YOUR METHOD OF CONSULTATION				
B. Self completion and telephone questionnaires				
Technique	**Advantages**	**Disadvantages**	**Using this method**	**Likely costs**
Household postal survey	• All Wards can be selected • Allows for open-ended questions • Provides quantified information for decision making purposes • Anonymous • High profile • Can reach non-users	• Response rates vary – lower response than household/ street surveys • Responses may be incomplete/ frivolous • More care needed in design • Self-selecting sample therefore biased	• Need a high level of interest in the survey topic • Need to keep quite short • Need a simple/easy to complete design & layout • Postage should be paid • Think about giving a reward for responding • Use the Citizens Panel to overcome bias and problems of self-selection	• Postage • Analysis • Pilot costs • Printing • Questionnaire design
Household telephone survey	• Quota sampling • Can be less expensive than face to face (however not markedly less expensive) • Quick • High response rate • Provides quantified information for decision making purposes • Able to directly key answers into computer – speeds up process • Can reach non-users • Don't need to worry about people being able to read and understand written questions	• Survey needs to be short • Answer machines/mobiles affect strike rate • No visual material • Less open-ended questions • Less anonymity • Bias in favour of those with published/accessible phone numbers (no ex-directory, no cable users) • Not all residents have telephones	• Need a high level of interest in the survey topic • Need well spoken, courteous interview staff • Effective quote sampling procedure	• Questionnaire design • Interviewers • Pilot costs • Analysis • Cost of phone calls
Schools/ Organisations/ clubs surveys	• Can target specific population groups • Can use open ended questions • Can cover all parts of the District • Provide quantified	• Response varies • Self selecting sample • Responses may be incomplete/frivolous • More care needed in design	• Need a high level of interest in the survey topic • Keep as short as possible • Use a simple design • Postage paid envelope should be provided • Think about giving a reward for	• Printing • Questionnaire design • Incentives • Pilot • Analysis • Postage costs

CHOOSING YOUR METHOD OF CONSULTATION				
B. Self completion and telephone questionnaires				
Technique	Advantages	Disadvantages	Using this method	Likely costs
	information for decision making purposes • Relatively anonymous		responding	
Non-postal self completion survey	• Anonymous • Can cover users & non-users • Cheaper than postal surveys • Can make survey forms available at a range of outlets or through local newspaper • Easy to use Council buildings and facilities for survey distribution	• Self selecting sample – not representative • Can result in low response rate	• To make available through Council buildings need support of Council/centre based staff • Need appropriate placement of posters/surveys and reply boxes • Freepost address required • Need a high level of interest in the topic • Well designed literature/posters etc to promote • Think about a reward for responding • Could be distributed through normal correspondence with service users (for user views)	• Questionnaire design • Incentives • Printing • Analysis • Insert in newspaper • Publicity

Step 7 - Plan how to use the results

1.24.   No-one should embark on needless consultation. It wastes resources and misleads people into thinking they have a voice that will be listened to. So any consultation should have a clear purpose and an agreed use for the results. You may want to use the results:

- In a committee report to assist with decision making
- In a bid for funding where you have to demonstrate people's support for a project
- In a strategy document where you want to show that the Council is working in a manner that reflects findings from consultation
- In a submission for an award where you need to demonstrate support from the community

1.25.   In analysing the results you will need to identify priorities and highlight these in your communications:

- Which findings do not require action
- E.g. low priority or results very good
- Which things can w not change in the short term
- Who do we tell and how do we tell them?
- Which results highlight the need for more communications?
- Which results highlight the need for action
- What are the next steps?

Step 8 - Feed back the results and information about action taken to the participants

1.26.   It is a fundamental principle of the consultation policy of Bromsgrove District Council that we always feedback to those who have given their views. It is important to identify the key stakeholders, and decide the best method of communicating the results. For example:

- Councillors – particularly if the results affect their ward or their portfolio
- Corporate Management Team, Senior Managers and service managers – particularly where the results affect their service
- Front line staff in the relevant area
- Partner organisations
- Respondents
- Users/residents and other members of the community
- All Council staff

1.27.   There are a number of ways to feed back to those who have been involved in consultation

- If the consultation is ongoing you may need a regular newsletter
- You can use the Councils' magazine, 'Council Chat' local papers or the internet to reach a wide audience. Talk to the Corporate Communications, Policy and Performance Team about the possibilities.

- Use a meeting to make a presentation to participants and others – this has greater impact and allow people to ask questions
- Summarise the findings and send a summary to participants
- You may need to feed back in two stages – decision making can be lengthy and people expect feedback quickly. So at least feedback the findings and give people an idea about when decisions will be made. Then make sure you provide relevant information once decisions have been made.

Step 9 - Evaluate the consultation so we can learn continuously

1.28.   Think about what the criteria are for assessing the project:

- How many participated?
- How representative were they in terms of age, gender, ethnicity, disability, housing tenure, employment status etc?
- Did you reach the people who don't normally participate?
- What did participants think about the process?
- Did you get the information you wanted?
- Was the information of a good quality/sufficient depth?
- Was there any impact on decision making?

Step 10 - Share your Plans and your Findings

1.29.   Before you consult you need to speak with the Communications Division. You should then register your planned activity and later the results of your consultation. This is to ensure that we do not duplicate effort, clash with dates, venues and target audiences, and very importantly that we can all see the results of consultation.

1.30.   The Corporate Communication, Policy and Performance Team will undertake an annual review of all consultation activity (possible using sampling methods) including looking at the lessons learnt both about local

BROMSGROVE DISTRICT COUNCIL

EXECUTIVE CABINET

4<u>TH</u> OCTOBER 2006

MANAGEMENT DEVELOPMENT STRATEGY

Responsible Portfolio Holder	Cllr Caroline Spencer
Responsible Head of Service	Jo Pitman

1. SUMMARY

1.1 The management development strategy for Bromsgrove DC for 2006 – 2008. The strategy is aimed at all managers in the organisation; from the person who supervises one other up to the CEO. This will ensure that future training & development of managers delivers a knowledgeable, skilled and motivated management team, equipped to drive the organisation through its improvement agenda and towards being an excellent District Council.

2. RECOMMENDATIONS

2.1 That the management development strategy is noted for information only

3. BACKGROUND

3.1 Our employees are our greatest asset and for them to give of their best they must be managed effectively. Recent evidence gathered through the focus groups for communication (Feb 2006) and customer service (Jan 2006), together with the employee survey (Feb 2006) and the IiP assessment (April 2006) indicates that there are a number of significant weaknesses in people management processes corporately. The evidence also tells us that there are examples of good practice which need to be shared and implemented consistently. Our own evidence is backed up by national research by the Chartered Management Institute (CMI 2006) and the Leitch Review of Skills (HM Treasury 2005), whose findings demonstrate categorically the link between investment in management development and improvements in organisational performance. It is acknowledged there has been an historical underinvestment in the training and development of managers at Bromsgrove DC. The provision of significant corporate training budgets for 2006/7 and beyond, together with a large grant from the former ODPM Capacity Building Fund, means this underinvestment can now be seriously addressed.

3.2 Significant strides have been made in terms of the strategic investment in training and development for managers. April 2006 saw the commencement of the top team development programme for the senior management team and cabinet. In May, the development programme for heads of service commenced, which dovetails with the senior team programme. In the latter half of 2005/06, investment in general training for managers commenced. To date, this has been for core management training in the areas of Recruitment & Selection, Performance & Development Reviews and Project Management. The latter part of 2005/06 saw the launch of the Middle Manager Training Programme, providing mandatory training in 10 core management subjects, and the publication of the training directory, which introduced a suite of 'soft skills' training options for managers on a self-selection basis. Uptake of all these programmes has been good which demonstrates the willingness and commitment of the management team to learn and develop. It must be understood, however, that this training is primarily focused on knowledge and understanding; of corporate policies and processes, and of recognised management best practice, together with areas of work psychology and self development. This training will not develop the skills and competence of managers to any great extent, and further activities are required with individuals and groups of managers to take management development to the next level.

3.3. The management development strategy is designed to address a number of key areas of management performance and skills development. Some of these include: (1) knowledge of management roles, responsibilities and boundaries at different levels; (2) understanding and demonstrating 'what good looks like'; (3) understanding and demonstrating leadership, and role modelling expected standards of behaviour; (4) delivering people management best practice including 'doing the difficult things'; (5) driving up standards of communication and support of key messages from senior management; (6) contributing significantly to changing the culture of the organisation; (7) improving the standards of performance management for individuals and corporately.

3.4 Consultation has taken place with the unions and CMT and the strategy has been positively received.

4. **FINANCIAL IMPLICATIONS**

4.1 The budgetary provision for this entire proposal already exists from the corporate training budget and the capacity building fund.

5. **LEGAL IMPLICATIONS**

5.1 There are no legal implications relating to this strategy.

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6.   CORPORATE OBJECTIVES

6.1   This strategy will ensure that future training & development of managers delivers a knowledgeable, skilled and motivated management team, equipped to drive the organisation through its improvement agenda and towards being an excellent District Council.

7.   RISK MANAGEMENT

7.1   The strategy addresses the previously identified risk relating to poor management skills within the organisation, as noted in the current risk register.

8.   CUSTOMER IMPLICATIONS

8.1   The primary customers relating to this strategy are the managers within the organisation. The communication of the strategy to this customer group commenced in July once the strategy had been agreed by CMT. A formal launch of the strategy is planned for the Management Conferences in October.

9.   OTHER IMPLICATIONS

Procurement Issues - none
Personnel Implications – implementation of the strategy, especially The Bromsgrove Way and Management Competencies have links with personnel processes for capability, discipline, grievance, PDR and single status
Governance/Performance Management Considerations - none
Community Safety Considerations - none
Policy Considerations - implementation of the strategy requires provision of a new policy for management competencies and an amendment to the PDR policy
Environmental Considerations - none
Equalities Implications - none

10.   OTHERS CONSULTED ON THE REPORT

Portfolio Holder	**YES**
Acting Chief Executive	**YES**
Corporate Director (Services)	**YES**
Assistant Chief Executive	**YES**
Head of Service	**YES**
Head of Financial Services	**YES**
Head of Legal & Democratic Services	**YES**
Head of Organisational Development & HR	**YES**
Corporate Procurement Team	**NOT APPLICABLE**
Trade Unions	**YES**

11.   APPENDICES

None

12.   BACKGROUND PAPERS

www.hm-treasury.gov.uk/independent_reviews/leitch_review/review_leitch_index.cfm
Interim Leitch Report – Skills in the UK the long term challenge: Response from CMI May 2006
Report to CMT 4/7/06

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BROMSGROVE DISTRICT COUNCIL MANAGEMENT DEVELOPMENT STRATEGY 2006 – 2008

Index

1.0   Introduction

1.1   The Bromsgrove DC People Strategy 2006-2008 sets out clearly the Council's objectives to recruit, retain, deploy and develop its employees in the most effective way. Within this strategy, significant emphasis was placed on 'People Management Themes' as identified by the National Pay & Workforce Strategy. These are:

    a)   Developing leadership capacity

    b)   Developing the skills and capacity of the workforce and ensuring appropriate professional development

    c)   Developing the organisation

    d)   Resourcing local government

    e)   Pay & rewards

1.2   The following Management Development Strategy supports the People Strategy to deliver the objectives of themes 2, 3 & 4, and to deliver consistent, effective management that meets the needs of the organisation. The strategy does not cover development of strategic leadership skills for senior management, which is being addressed via the Top Team development programmes.

2.0 Background

2.1 Recent evidence gathered through the focus groups for communication (Feb 2006) and customer service (Jan 2006), together with the employee survey (Feb 2006) and the IiP assessment (April 2006) indicates that there are a number of significant weaknesses in people and performance management processes corporately. This strategy is designed to address these weaknesses and improve significantly the performance of managers in the organisation.

2.2 Objective of the Management Development Strategy

> *To deliver service improvement by creating a knowledgeable and highly skilled management team, who know what to do and how to do it to the right standard.*

2.3 Good quality, consistent management of people and performance is vital to get employees on board, motivated, skilled and focused to drive up service performance, and deliver what is necessary for the customers of Bromsgrove DC. To do this, managers need the right knowledge, skills and standards of behaviour. This could be called 'The What and the How of Management'; managers need to know what to do and how to do it properly. The strategy also introduces 'The Bromsgrove Way' of being a manager. This is the way in which 'the what and the how of management' will be expected of managers in Bromsgrove DC from now on.

2.4 Creating a knowledgeable and highly skilled management team is important because all managers, from the supervisor of one person right up to the CEO, have a very key role to play in delivering the Council's challenging improvement agenda. They can only achieve this through the effective management of their staff, and by doing the "what" and the "how" properly and consistently.

2.5 The strategy addresses the following:

- Building on recent investment in general management training, by taking management development activity from 'training for knowledge' (the what) to the level of 'skills and performance improvement' (the how)

- Enabling managers to fully understand their roles in terms of tasks, responsibilities and boundaries

- Supporting managers to display 'the what and the how of management' – the new 'Bromsgrove Way' of being a manager by demonstrating:
  - o 'What good looks like'
  - o Relevant leadership behaviour commensurate with their specific role
  - o Role modelling expected standards of behaviour

- Training and coaching managers to deliver people and performance management best practice – doing the basics consistently well and doing the difficult things with appropriate support

- Equipping managers with the skills to effectively manage and improve performance in themselves and their team

- Equipping managers with the skills to drive up standards of 2-way communication and to support messages from senior management

- Empowering managers to contribute significantly to changing the culture of the organisation

- Preparing managers for the next step up

- Preparing staff for the step up into a management role

2.6   In addition, the strategy supports the following themes from the National Pay & Workforce Strategy and Audit Commission Comprehensive Performance Assessment key lines of enquiry (KLOE):

Theme 2 - developing skills and capacity of the workforce:

- Ensuring staff have effective PDRs, including the identification of learning needs

- Promoting a learning and continuous improvement culture

- Raising the quality of management in key areas such as people management, project and programme management, finance, procurement and partnership working

- Equipping managers with the knowledge, skills, competence and confidence to deal with change

Theme 3 – developing the organisation

- Creating a high performance people management culture

  o Enabling managers to communicate openly and clearly with employees

Theme 4 – Resourcing local government

- Identifying via the succession/workforce plan, staff and managers with potential to progress within the organisation

- Equipping managers with the skills to provide effective feedback to recognise staff performance

Key Lines of Enquiry

- Capacity of key post-holders, Councillors and officers is sufficient to provide consistent leadership, challenge and support across the Council.

- The Council is self-aware about capacity and has the people, skills and suppliers it needs to deliver its priorities.

3.0 Delivering improved management of people and performance at Bromsgrove DC

3.1   To deliver the strategy, a series of interventions is required with managers. In some cases this will involve all managers; in others, activities will be targeted at specific management groups. It is recognised that to date management training has adopted a 'one size fits all' approach, which has benefits in terms of speed and volume, but is significantly limited in terms of delivering tailored development to management roles of differing responsibility and complexity.

3.2   The model below introduces the proposed interventions with various groups of managers, and the following text describes the actions to be taken in each case.
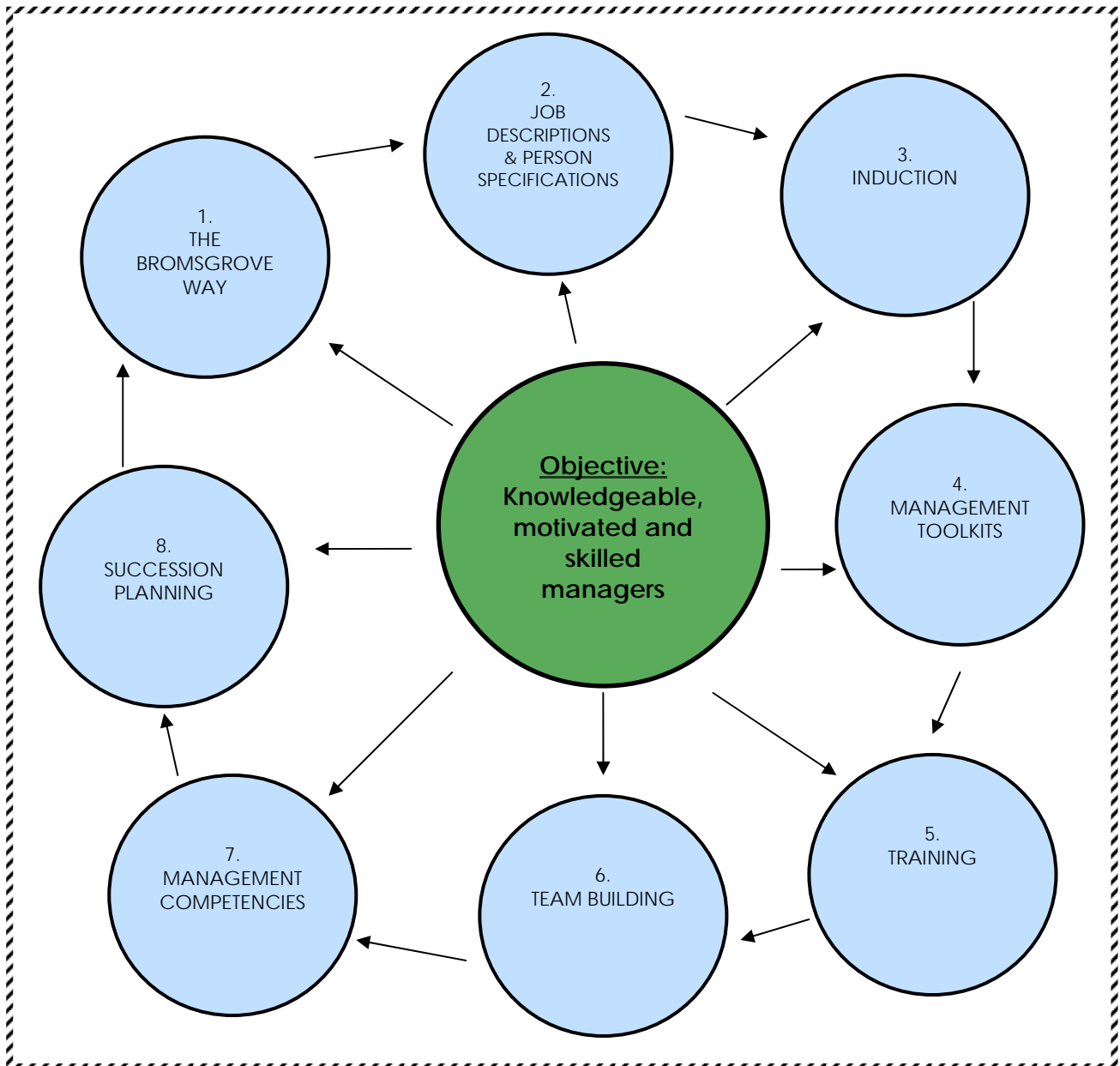
4.0 Management Development Strategy Interventions

4.1 "The Bromsgrove Way" Management Charter

4.1.1 What:

> A statement clearly outlining what all managers at Bromsgrove DC – from the supervisor of one other person to the CEO - are expected to do as a bare minimum. Opting out is not an option. Managers will be expected to sign up to The Bromsgrove Way in the manner of an informal contract. A suggestion is shown at appendix A.

4.1.2 Why:

- To set out clearly what must be done; 'the what' of management at BDC
- To describe 'what good looks like' for all managers
- To ensure the basics of management are done well
- To ensure consistency of management actions throughout the organisation
- To support the management culture change required for organisational success
- To show staff what is expected of their manager

4.1.3 Implementation:

- The Bromsgrove Way will be introduced via briefings in early September 2006. All managers will be expected to sign up to it by the end of September 2006
- Managers not wishing to sign up to The Bromsgrove Way will be required to explain themselves personally to the CEO
- All new management appointments will be expected to sign up to it – from October 2006 as part of the appointment process
- The Bromsgrove Way will be covered at Management Induction from April 2007
- Key messages of The Bromsgrove Way will be supported by the Modern Manager Framework (management competencies) to be launched at the same time
- In addition, a separate Bromsgrove Way Charter for staff will also be developed so that everyone is clear about what is expected of them

4.2   Job Descriptions & Person Specifications

4.2.1   What:

All job descriptions and person specifications for management roles will reflect required management tasks, knowledge, skills and behaviour relevant to the scope and complexity of the management position, in addition to the professional and/or technical requirements. This will also include the elements of the Modern Manager Framework (management competencies) required for the role, reference to 'The Bromsgrove Way' and relevant management qualifications/CPD.

4.2.2   Why:

- To ensure employees appointed to management positions have relevant management experience and knowledge, and can demonstrate the required standards of management behaviour. There will be flexibility to recruit at a lower grade and support given to build skills and knowledge to the required level for the post.

4.2.3   Implementation:

- All management level job descriptions and person specifications to be reviewed and adjusted to reflect this by January 2007

- Selection of new managers should include tests to determine ability to demonstrate required behavioural standards from January 2007

4.3   Induction

4.3.1   What:

All managers will receive an induction within 3 months of appointment, and where possible for internal appointments, this should be before they start/during the notice period. For managers new to the organisation, this should also include the existing corporate induction.

4.3.2   Why:

- To provide new managers with an overview of the knowledge of what managers do; roles, responsibilities and boundaries, and where to go for support (the what)

- To ensure managers know what is expected of them in terms of leadership, 'what good looks like' and role modelling required standards of behaviour (the how)

- To ensure managers know the 'Bromsgrove Way' of being a manager

- To familiarise new managers with the management processes of BDC

- To introduce the Modern Manager Framework (management competencies) to new managers

4.3.2 Implementation:

- For all existing managers, key elements of this induction will be addressed at the management conferences scheduled for autumn 2006

- Inductions for new managers will be delivered in house on a quarterly basis with dates published in advance to commence from April 2007

4.4   Management Toolkits

4.4.1 What:

All managers will have access to support materials via the intranet in key people management subjects. The toolkits will cover topics such as recruitment & selection; effective team meetings & briefings; undertaking PDRs; dealing with poor performance; carrying out investigations for discipline and/or grievances; managing attendance etc. The toolkits will contain items such as aide memoirs, process maps, checklists, relevant forms and sources of further support.

4.4.2 Why:

- To ensure managers have the tools to do their job

- To provide guidance on 'the what and the how' for more complex areas of management not covered by The Bromsgrove Way

- To build management knowledge and demonstration of best practice

- To ensure consistency of processes at BDC for people management matters

4.4.3 Implementation:

- Toolkits will be created and made available on the intranet from August 2006

- Managers will need to familiarise themselves with this resource and be ready to use it from October 2006

4.5 Training

4.5.1 What:

Management training is designed primarily to cover 'the what' of management. The middle manager training programme – aimed at all managers up to the level of head of service – consists of 10 mandatory 1-day workshops to be completed over 2 years. Additionally, the training directory offers a wide variety of workshops for managers in a range of subjects around operational management skills and personal development. These are accessed on a self-selection basis, or identified via training needs analysis during the PDR processes. There will also be other training and briefings for managers on needs basis. Recent examples include customer first and final accounts; forthcoming examples are use of Government procurement cards and business planning.

4.5.2 Why:

- To improve management knowledge and understanding of management best practice ('what good looks like') and key operational processes and procedures
- To provide managers with opportunities to develop their self-awareness, self-management and personal/soft skills.

4.5.3 Implementation:

- Both elements noted above were launched in April 2006.
- A review of the take up of the middle manager training programme will take place in quarter 3 with a view to improving take up and the approach to booking in for the mandatory training
- A new training directory will be issued for use from April 2007 and annually thereafter, based on identified corporate training needs to support service improvements

4.6 Team Building

4.6.1 What:

All service group management teams will be encouraged and supported to design and participate in a team building day/event. There are a number of possibilities ranging from away days for fun, tailored business games, psychological approaches, or a combination. Support will be provided to help determine the outcomes required, and to suggest approaches and facilitators.

4.6.2 Why:

- To aid the integration of new management teams brought together under the restructure in Feb 2006

- To create team development plans aligned with organisational objectives arising from employee survey and IiP action plans

- To build morale and shared understanding within management teams

- To enable strong working relationships necessary to drive teams through the intensive change agenda

4.6.3 Implementation:

- The management conferences planned for the autumn will be a team building event for the Council management team as a whole

- Needs analysis to be undertaken with heads of service to determine requirements for individual events during the summer of 2006

- C&CS event happened in May 2006 and an evaluation is planned for July 2006

- HR&OD event is planned for September 2006

- Events for other service groups, where necessary, to be concluded by 31/3/07

4.7   Management Competencies

4.7.1 What:

The Bromsgrove DC Modern Manager Framework will outline the standards of behaviour required of managers at different levels in the organisation. The framework will cover both 'the what and the how', but the specific focus will be on 'the how'. The framework will be developed from the National Occupational Standards for Management & Leadership described by the Management Standards Centre, the nationally recognised standards setting body for leadership and management in the UK.

 The framework will outline 4 levels of management roles of increasing scope and complexity. For each level, it will describe 'what good looks like' (and 'what bad looks like'), in a range of management activities such as: managing self; providing direction; facilitating change; working with people; using resources; achieving results. There will be clear distinctions between what is expected, for example, of a supervisor with 3 staff compared with a Head of Service.

Management behaviour will be measured against the standards as part of the PDR process. Personal development plans will then be created as required, enabling managers to build their skills levels and demonstrate the required standards of behaviour consistently.

4.7.2 Why:

- To describe 'what good looks like' for managers at all levels throughout the organisation

- To set expected standards of behaviour for all managers

- To provide a mechanism to measure management behaviour

- To improve the standard and consistency, of people and performance management process throughout the organisation

4.7.3 Implementation:

- Development of Modern Manager Framework during the summer of 2006

- Launch of the framework will take place at management conferences scheduled for autumn 2006

- Support for managers to undertake initial measurement and personal development planning processes will be provided to 31/3/07

- New managers will be introduced to the framework as part of induction from April 2007

4.8 Succession Planning

4.8.1 What:

In order to ensure that the Council has good management in the future to meet its workforce plan, it needs to take responsibility to 'grow its own' managers. This will be achieved through a new policy where existing managers can identify 'future stars' who may have the potential to develop into management positions, including senior management of the future. The council will support these staff to identify their potential, strengths and weaknesses and determine appropriate development opportunities. Development opportunities could include development centres, management qualifications (e.g. DMS, MBA, CMI), coaching or mentoring, for example. Staff identified through the succession plan will not be slotted into vacancies, but will compete alongside other applicants in line with Council policies.

4.8.2 Why:

- To identify and prepare talented managers and staff for the next level up

- To maximise in house potential and increase the capacity of the existing workforce

- To undertake structured development with identified individuals

- To provide individuals with the motivation and satisfaction of a potential career path, thus building loyalty and commitment to the organisation

4.8.3 Implementation:

- A process will be designed by the HR & OD service for the identification of future stars

- Identification of future stars will take place alongside workforce planning activity as part of a business planning actions from autumn 2007

5.0 Roles and responsibilities to deliver the strategy

5.1 The strategy will be owned and driven by the HR&OD Service; however significant contribution is required from senior managers and Heads of Service to bring the strategy to life organisation-wide. Implementation of the strategy will form a monthly agenda item for CMT (first CMT of the month), where upcoming tasks will be allocated and progress reviewed with implementation.

5.2 The chart below suggests some roles and responsibilities relating to each element of the strategy.

	Action	Who responsible
Implementation, monitoring and review	Project manage the implementation of the strategy to ensure on track	HR&OD
	Enforce actions by Heads of Service to support all elements of the implementation of strategy	SMT
	Review and report progress on implementation of strategy	HR&OD
	Measure success of strategy and report to SMT	HR&OD
	Communication of strategy to CMT	HR&OD
	Communication of strategy to Managers	HoS
	Undertake all actions agreed as part of strategy	HoS
1. The Bromsgrove Way	Define The Bromsgrove Way	HR&OD & SMT
	Role model The Bromsgrove Way and ensure HoS do	SMT
	Role model The Bromsgrove Way and ensure all other managers do	HoS
2. Person Specifications	Define process and requirements to update management person specifications	HR&OD
	Ensure updates of person specifications are undertaken for own service group	HoS
	Evaluate and report on quality of	HR&OD

	updates	
3. Induction	Design and deliver 4 management inductions per year starting from April 2007	HR&OD
	Ensure relevant managers attend induction	HoS
4. Management Toolkits	Create toolkits and make available on intranet	HR&OD
	Ensure toolkits are used consistently by all managers in service group	HoS
5. Training	Undertake needs assessment and provide a range of training for managers relevant to needs of the organisation	HR&OD
	Ensure all managers attend mandatory training per the middle manager training programme	HoS
	Ensure all relevant managers attend training identified via PDRs	HoS
	Design learning evaluation process and provide management information to HoS to determine impact of learning on organisational improvement	HR&OD
	Evaluate the impact of learning following training	HoS
6. Team Building	Provide support and ideas to HoS to shape events for service groups	HR&OD
	Ensure HoS undertake team building events in their service group according to clear objectives	SMT
	Evaluate impact of team building events on team performance	HoS
7. Management Competencies	Design and launch the modern manager framework and supporting processes	HR&OD
	Ensure all reporting managers understand the modern manager framework and processes	HoS

	Ensure reviews using modern manager framework are carried out on time	HoS
	Role model behaviours described in modern manager framework	SMT and HoS
	Evaluate and report on quality of reviews undertaken	HR&OD
8. Succession Planning	Design and communicate a process for identification of 'future stars'	HR&OD
	Identification of 'future stars'	HoS and line managers
	Support to 'future stars' with development activities	HoS and line managers
	Full participation in development activities	Identified 'future stars'
Management conferences	Organise conferences	HR&OD
	Ensure maximum attendance of managers at conferences	HoS
	Ensure all HoS attend conferences	SMT
Evaluation of Strategy	Design evaluation process to determine impact of management development strategy	HR & OD
	Undertake evaluation of impact	HoS

6.0 Reviewing success

6.1   It should be understood that it is extremely difficult to measure the impact of a management development strategy in a precise way. However, it can be argued that improved management should contribute to improved organisational performance. This effectiveness of this strategy will therefore be measured as follows:

a) Year on year improvement in the Employee Survey results in key areas such as communication, internal relationships, satisfaction with line manager, view on how well the organisation is run and motivation of staff. The next employee survey will be undertaken in January 2007.

b) A positive Investors in People assessment in April 2007 whereby the organisation emerges from 'retaining recognition' status and can once more claim to be an Investor in People.

c) Incremental improvements in results following subsequent IiP assessments in October 2008 and April 2010.

d) Quarter on quarter reduction in employee turnover, currently at 18%. This is a good measure of management performance because a very high number of staff leave because they are dissatisfied by the way they are managed.

e) Consistent and positive direction of travel for all KPIs

f) The relevance of the strategy will be reviewed in light of the IiP reassessment in April 2007, or at any other significant point in organisational progress prior to tha

g) The new roles of compliance and/or performance officer within policy and performance team will be involved in monitoring and assuring the quality of the implementation of the various phases of this strategy

h) The bi-monthly senior management forums will be used to obtain feedback from staff about the implementation of the strategy; how it is happening 'on the ground' and whether it is making the hoped-for difference

"THE BROMSGROVE WAY" MANAGEMENT CHARTER

Name:

Job Title:

Service Group:

Outlined below are the 15 essential things that all managers – from the supervisor of one other person right up to CEO - are expected to do. This includes me. I understand that these constitute the bare minimum requirement and are not negotiable.

I will:

1. Always do my best to serve the residents of Bromsgrove District, showing respect and remembering that my job exists to serve them. This includes ensuring value for money in everything I do and demonstrating efficiency and effectiveness.

2. Take responsibility and lead by example to demonstrate the behaviours required of all staff under the Customer First Charter. I will pro-actively develop positive and mutually supportive working relationships with all colleagues, but particularly at CSC in order to drive up service performance.

3. Take responsibility for my own work and behaviour, and that of my team and how others perceive me/us.

4. Publicly support and communicate positively, all messages and instructions from senior management and my line manager. I will keep personal disagreement and/or dislike of such instructions/communications private from my staff.

5. Carry out all instructions from senior management and my line manager to the best of my ability by the deadline set. Where deadlines are not feasible, through resource or any other issues, I will alert my line manager and negotiate a new deadline. I understand that there must be no surprises and no missed deadlines.

6. Take responsibility to pro-actively speak to my line manager if there are any issues affecting performance of myself or my team towards its targets/objectives.

7. Take responsibility to seek potential solutions to problems and items for continuous improvement, before referring to my line manager or seeking advice.

8. Complete and submit all my reports for KPIs on time. I understand that blank and/or late reports are not acceptable.

9. Hold monthly one-to-one meetings with all my direct reports to review performance, progress and work plans. I understand that there must be an action plan written up after every meeting, which I must make sure is implemented.

10. Carry out good quality PDRs with all my staff according to the corporate timetable without fail.

11. Hold monthly team meetings, as a bare minimum and make sure all staff are included. I will make sure any absentees are brought up to speed on their return. I understand that team meetings must be 'two-way conversations' where all staff are encouraged to contribute and bring ideas.

12. Communicate the Core Brief and other corporate messages promptly and positively every fortnight without fail, ensuring all staff are included and their feedback sought. I understand that this must not be by e-mail, but done face to face, demonstrating enthusiasm, ownership and commitment to the themes contained in the brief.

13. Work co-operatively with my service group management colleagues to enable us all to carry out The Bromsgrove Way, by providing cover and support when it is difficult to get teams together.

14. Act as a role model for my staff by practicing The Bromsgrove Way and leading by example.

15. Challenge constructively those not demonstrating The Bromsgrove Way. I understand that passivity and turning a blind eye are not acceptable.

I agree to carry out to the 15 elements of The Bromsgrove Way for the benefit of the residents of Bromsgrove District and for my team. I understand that consistent failure to work using this Charter will result in management action.

Signed:

Name:

Date:

BROMSGROVE DISTRICT COUNCIL

EXECUTIVE CABINET

4TH OCTOBER 2006

FRONT OF HOUSE PROJECT

Responsible Portfolio Holder	Cllr Mrs C Spencer
Responsible Head of Service	A R Burton

1. SUMMARY

1.1 Members will recall the approval of a capital scheme to overhaul and restructure the Council`s front-of-house area.

2. RECOMMENDATION

2.1 That the financing of the additional costs incurred be met from existing capital receipts.

3. BACKGROUND

3.1 Members will recall the approval of a capital scheme to overhaul and revise the Council`s front-of-house area. The budget allocated to the front-of-house project was set at £77,000 being the amount of surplus budget left unspent following completion of the Customer Service Centre building works in 2004/5.

3.2 The original design concept for the front-of-house project was costed at around £120,000 which, as it exceeded the available budget, was revised and simplified in order to reduce it to the level for which budget provision was available. Tenders for the work were submitted, a contract let to the successful tenderer, and works commenced in June 2006.

3.3 After work had commenced, certain additional items of work were found to be necessary including a new heavy-duty mains electrical supply cable routed from the boiler room to the front-of-house area. It was also discovered that the existing wiring installations were found to have been extended over the years in an ad-hoc and unrecorded manner, and the existing boards had no spare capacity to cope with the 23 circuits necessary to service the offices in question. However, it proved possible to fund these new items of work within the £77,000 budget by not undertaking further items which had originally been planned as part of the project, eg the

demolition of the cycle-shed in the quadrangle and by not installing floor-to-ceiling IT poles. Therefore the net cost of the front-of-house project was kept within the £77,000 budget provision.

3.4   Unfortunately, the budget of £77,000 was then effectively reduced by £22,179.93 because, as part of the Customer Service Centre development project, account had not been taken of the necessity to pay retentions on that CSC contract (although at the time of writing this report £19,700 of the retentions have not yet been paid). This had the effect of reducing the £77,000 anticipated budget notwithstanding the fact that work had already been commenced on the basis that the £77,000 was available.

3.5   Expenditure on the front-of-house project consisted of:-

<u>2005-6:-</u>

Architect Fees	£2,971.25
Civil Engineer	£210.00
Mechanical/Electrical Engineer	£845.00
Quantity Surveyor	£455.00

<u>2006-7</u>

Quantity Surveyor	£830.00
Architects Fees	£7,326.02
Mechanical/Electrical Engineer	£310.00
Alarm security consultant	£165.00
Building contractors	£59,523.90
Environmental consultant	£120.00
Cisco Switch	£1,500.00
IT Cabling	£2,989.00
Future retention payment	£1,526.25

Total £78,771.42

3.7 The front-of-house project is therefore overspent against the £77,000 budget by £1,771.42.

3.8 However, as set out above, for reasons unrelated to the front-of-house project the £77,000 budget was itself reduced by £22,179.93. This gives an effective in-practice shortfall of £23,951.35.

4.   **FINANCIAL IMPLICATIONS**

4.1   It is proposed that the overspend to the capital budget be financed from the Council`s capital receipts which will result in the anticipated balance at 31.3.07 to be £13.133m.

5. LEGAL IMPLICATIONS

5.1 None

6. CORPORATE OBJECTIVES

6.1 Not applicable.

7. RISK MANAGEMENT

7.1 Not applicable.

8. CUSTOMER IMPLICATIONS

8.1 The redesigned front-of-house area will assist the Council providing an appropriate level of meet-and-greet service.

9. OTHER IMPLICATIONS

Procurement Issues *None*	
Personnel Implications *None*	
Governance/Performance Management *None*	
Community Safety including Section 17 of Crime and Disorder Act 1998 *None*	
Policy *None*	
Environmental *None*	
Equalities and Diversity *None*	

10. OTHERS CONSULTED ON THE REPORT

Portfolio Holder	Yes
Acting Chief Executive	No
Corporate Director (Services)	No
Assistant Chief Executive	No

Head of Service	Author
Head of Financial Services	Yes
Head of Legal & Democratic Services	Author
Head of Organisational Development & HR	N/A
Corporate Procurement Team	N/A

11. APPENDICES

None

12. BACKGROUND PAPERS

None

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