



BROMSGROVE DISTRICT COUNCIL

MEETING OF THE CABINET

WEDNESDAY 2ND NOVEMBER 2011
AT 6.00 P.M.

COMMITTEE ROOM, THE COUNCIL HOUSE, BURCOT LANE, BROMSGROVE

MEMBERS: Councillors R. Hollingworth (Leader), Mrs. M. A. Sherrey JP (Deputy Leader), Dr. D. W. P. Booth JP, M. A. Bullivant, C. B. Taylor and M. J. A. Webb

AGENDA

1. To receive apologies for absence
2. Declarations of Interest
3. To confirm the accuracy of the minutes of the meetings of the Cabinet held on 27th September 2011 and 5th October 2011 (Pages 1 - 8)
4. Minutes of the meeting of the Worcestershire Shared Services Joint Committee held on 29th September 2011 (Pages 9 - 26)
 - (a) To receive and note the minutes
 - (b) To consider any recommendations contained within the minutes
5. Minutes of the meeting of the Overview and Scrutiny Board held on 12th October 2011 (Pages 27 - 28)
 - (a) To receive and note the minutes
 - (b) To consider any recommendations contained within the minutes
6. To receive verbal updates from the Leader and/or other Cabinet Members on any recent meetings attended in an ex-officio capacity (Pages 29 - 30)
7. Medium Term Financial Plan 2012/13 - 2014/15 - Presentation on Bids and Savings (Pages 31 - 32)

8. Feedback from Consultation on the Draft Core Strategy (Pages 33 - 38)
9. Corporate Data Backup (Pages 39 - 40)
10. Safeguarding Children and Vulnerable Adults Policy (Pages 41 - 90)
11. Proposed Merger of North Worcestershire Community Safety Partnerships (Pages 91 - 98)
12. Bromsgrove Partnership Annual Report 2010/11 (Pages 99 - 102)
13. Single Sustainable Community Strategy for Worcestershire (Pages 103 - 106)
14. Finance Monitoring Report Quarter 2 2011/12 (Pages 107 - 128)
15. Update on Waste and Street Scene Publicity Plan (Pages 129 - 132)
 - Appendix For Item 8 - Draft Core Strategy
www.bromsgrove.gov.uk/corestrategy
 - Appendix For Item 11 - Proposed Merger Of North Worcestershire Community Partnerships (Pages 133 - 146)
 - Appendix For Item 12 - Bromsgrove Partnership Annual Report 2010/11 (Pages 147 - 162)
 - Appendix For Item 13 - Single Sustainable Community Strategy For Worcestershire (Pages 163 - 184)
 - Appendices For Item 14 - Finance Monitoring Report - Quarter 2 2011/12 (Pages 185 - 196)
 - Appendix For Item 15 - Update On Waste And Street Scene Publicity Plan (Pages 197 - 200)
16. To consider any other business, details of which have been notified to the Head of Legal, Equalities 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
17. To consider, and if considered appropriate, to pass the following resolution to exclude the public from the meeting during the consideration of item(s) of business containing exempt information:-

"RESOLVED: that under Section 100 I of the Local Government Act 1972, as amended, the public be excluded from the meeting during the consideration of the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in Part I of Schedule 12A to the

Act, as amended, the relevant paragraph of that part being as set out below, and that it is in the public interest to do so:-

<u>Item No.</u>	<u>Paragraph</u>	
18	3	"

18. Disposal of Recreation Road North Car Park (Pages 201 - 206)

K. DICKS
Chief Executive

The Council House
Burcot Lane
BROMSGROVE
Worcestershire
B60 1AA

1st November 2011



INFORMATION FOR THE PUBLIC

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- Meeting Agendas
- Meeting Minutes
- The Council’s Constitution

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Declaration of Interests - Explained

Definition of Interests

A Member has a **PERSONAL INTEREST** if the issue being discussed at a meeting affects the well-being or finances of the Member, the Member's family or a close associate more than most other people who live in the ward affected by the issue.

Personal interests are also things relating to an interest the Member must register, such as any outside bodies to which the Member has been appointed by the Council or membership of certain public bodies.

A personal interest is also a **PREJUDICIAL INTEREST** if it affects:

- The finances, or
- A regulatory function (such as licensing or planning)

Of the Member, the Member's family or a close associate **AND** which a reasonable member of the public with knowledge of the facts would believe likely to harm or impair the Member's ability to judge the public interest.

Declaring Interests

If a Member has an interest they must normally declare it at the start of the meeting or as soon as they realise they have the interest.

EXCEPTION:

If a Member has a **PERSONAL INTEREST** which arises because of membership of another public body the Member only needs to declare it if and when they speak on the matter.

If a Member has both a **PERSONAL AND PREJUDICIAL INTEREST** they must not debate or vote on the matter and must leave the room.

EXCEPTION:

If a Member has a prejudicial interest in a matter being discussed at a meeting at which members of the public are allowed to make representations, give evidence or answer questions about the matter, the Member has the same rights as the public and can also attend the meeting to make representations, give evidence or answer questions **BUT THE MEMBER MUST LEAVE THE ROOM ONCE THEY HAVE FINISHED AND CANNOT DEBATE OR VOTE.**

However, the Member must not use these rights to seek to improperly influence a decision in which they have a prejudicial interest.

For further information please contact Committee Services, Legal, Equalities and Democratic Services, Bromsgrove District Council, The Council House, Burcot Lane, Bromsgrove, B60 1AA

Tel: 01527 873232 Fax: 01527 881414

Web: www.bromsgrove.gov.uk email: committee@bromsgrove.gov.uk

BROMSGROVE DISTRICT COUNCIL

MEETING OF THE CABINET

TUESDAY, 27TH SEPTEMBER 2011 AT 4.30 P.M.

PRESENT: Councillors R. Hollingworth (Leader), Mrs. M. A. Sherrey JP (Deputy Leader), M. A. Bullivant and C. B. Taylor

Officers: Ms. S. Hanley, Ms. J. Pickering and Ms. R. Cole.

45/11 **APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors Dr. D. W. P. Booth JP and M. J. A. Webb.

46/11 **DECLARATIONS OF INTEREST**

No declarations of interest were received.

47/11 **AUDIT COMMISSION ANNUAL GOVERNANCE REPORT 2010/2011**

The Cabinet considered the Audit Commission Annual Governance Report 2010/2011 and the Leader welcomed Ms. E. Cave and Mr. D. Evans from the Audit Commission to the meeting.

Ms. Cave explained that this had been a difficult year for Local Authorities as it was the first year that accounts had to be prepared in compliance with The International Financial Reporting Standards which had resulted in significant additional work for Finance officers. The Audit Commission recognised that the Council had prepared well in advance of the introduction of the new arrangements and that there were no issues to report. Accounting arrangements for the Shared Services agenda and the Worcestershire Shared Services Joint Committee had also been examined and there were no issues to report.

There were two issues which while not material were assessed to be significant and were therefore drawn to Members' attention. These were in relation to the treatment of the ALDI capital receipt and Capital Charges. The Executive Director of Finance and Resources referred to her report responding to these issues and it was noted that a more robust system of charging and officer time allocation had been implemented for 2011/12.

In relation to the Value for Money assessment it was noted that the Audit Commission were satisfied that the Council had put in place arrangements to secure economy, efficiency and effectiveness during 2010/11.

The Leader thanked Ms. Cave and Mr. Evans for their attendance.

RECOMMENDED:

- (a) that the Audit Commission Annual Governance Report 2010/11 be noted and that the Statement of Accounts 2010/11 be not amended to reflect the issues raised by the Audit Commission for the reasons set out in detail within the report; and
- (b) that the draft letter of representation be approved.

48/11 **STATEMENT OF ACCOUNTS 2010/2011**

Consideration was given to the report on the Statement of Accounts for 2010/11.

Following discussion it was

RECOMMENDED that the Statement of Accounts 2010/11 be approved.

The meeting closed at 5.45 p.m.

Chairman

BROMSGROVE DISTRICT COUNCIL

MEETING OF THE CABINET

WEDNESDAY, 5TH OCTOBER 2011 AT 6.00 P.M.

PRESENT: Councillors R. Hollingworth (Leader), Mrs. M. A. Sherrey JP (Deputy Leader), Dr. D. W. P. Booth JP, M. A. Bullivant, C. B. Taylor and M. J. A. Webb (during Minute No. 49/11 to Minute No. 57/11)

Observers: Councillor C. J. Bloore and C. R. Scurrall

Officers: Mr. K. Dicks, Ms. J. Pickering, Mrs. C. Felton, Mr. A. Coel and Ms. R. Cole.

49/11 **APOLOGIES FOR ABSENCE**

No apologies for absence were received.

50/11 **DECLARATIONS OF INTEREST**

No declarations of interest were received.

51/11 **MINUTES**

The minutes of the meeting of the Cabinet held on 7th September 2011 were submitted.

RESOLVED:

- (a) that the minutes be approved as a correct record;
- (b) that in relation to minute no 34/11 (the Car Parking Task Group), timings be included relating to implementation of the Car Parking Task Group recommendations if this has not already been done.

52/11 **SHARED SERVICES BOARD**

It was noted that this meeting had been cancelled.

53/11 **WORCESTERSHIRE SHARED SERVICES JOINT COMMITTEE**

It was noted that the minutes of the meeting of the Worcestershire Shared Services Joint Committee held on 29th September 2011 would be considered at the next meeting of the Cabinet.

54/11 **OVERVIEW AND SCRUTINY BOARD**

The minutes of the meeting of the Overview and Scrutiny Board held on 27th September 2011 were submitted.

RESOLVED:

- (a) that the minutes be noted;
- (b) that the recommendation contained at minute no. 35/11 relating to an ethical framework be approved; and
- (c) that the recommendation contained at minute no. 36/11 relating to consultancy fees be approved and that it be noted that agency fees will also be detailed separately within the financial monitoring reports.

55/11 **OVERVIEW AND SCRUTINY TASK GROUP REPORT - REDUCTION IN BUS SERVICES**

The Leader welcomed the Chairman of the Reduction in Bus Services Task Group, Councillor C. J. Bloore to the meeting and invited him to present the report of the Task Group.

Councillor Bloore gave the background on the reasons for establishing the Task Group and the sequence of events subsequent to this. It was reported that the County Council had scaled down the proposed cuts to bus services before the Task Group had first met.

The Task Group had determined that following the revised proposals from the County Council, two services in particular were worthy of further representations, the 204 service covering Cofton Hackett which had been withdrawn and the X50 covering Wythall which was now guaranteed for the next 12 months.

Councillor Bloore referred to the recent debate at full Council on the County Council proposals to reduce funding of Youth Services, which had resulted in a united response from the District Council being sent to the County Council. The Task Group had felt that by responding as a District Council to Consultation Documents in future it was probable that the response would carry more weight.

There was a detailed discussion on the recommendations and Members referred to representations which had been made to local County Councillors in order to address the original cutbacks proposed. Councillor Bloore acknowledged that work had been done by individual Councillors which had resulted in the cuts being reduced.

The Leader thanked Councillor Bloore for presenting the report and acknowledged the time Members and officers had put into the exercise.

RESOLVED that the response to each of the recommendations within the report of the Reduction in Bus Services Task Group be as set out below:

Recommendation 1

That within the Council Constitution, the Corporate Delegations in respect of Consultation Documents be amended as follows:

“Detail - To respond to Consultations by the County Council

Delegated to: That consultations routinely go to full Council for debate. However when there are timescale or other issues which would prevent this then the Chief Executive responds in consultation with the relevant Ward Members.”

Cabinet Response

- (a) that the spirit of the recommendation be approved but that officers be requested to report back to Overview and Scrutiny Board with suitable wording in order to amend the Constitution; and
- (b) that it be ensured that the amendment to the Constitution recognises that there may be occasions when this Council is not consulted formally by the County Council on proposals but which Members may still wish to debate at Council by way of a Notice of Motion.

Recommendation 2

That the Council support Worcestershire County Council by contacting the bus operators, Black Diamond and Johnson’s Coaches to make representations for the 204 service to be reinstated and for clarification on the future of the X50 service.

Cabinet Response

That the recommendation be supported but that in order that there is a specific point of contact on this matter, the letter be sent to the Portfolio Holder for Transport at the County Council rather than the bus operators.

56/11

VERBAL UPDATES FROM THE LEADER AND/OR OTHER CABINET MEMBERS ON ANY RECENT MEETINGS ATTENDED IN AN EX-OFFICIO CAPACITY

The Leader reported that he had attended a meeting of the Greater Birmingham and Solihull Local Enterprise Partnership.

Councillor M. J. A. Webb reported that he had attended a meeting with Bromsgrove Rugby Club.

Councillor Mrs. M. A. Sherrey reported that she had attended a meeting at the Ryland Centre.

Councillor M. A. Bullivant reported that he had attended a meeting of the Equality and Diversity Forum and the Worcestershire Shared Services Joint Committee.

57/11 **AFFORDABLE HOUSING - SUPPORT TO PRINCIPAL PREFERRED PARTNER REGISTERED PROVIDERS**

Members considered a report relating to:

- (a) the transfer of a small piece of land at Housman Close, Charford, which had previously been used for recreation purposes, to Bromsgrove District Housing Trust (BDHT) for the development of affordable housing for older people; and
- (b) the future application of the additional payment of £350 per annum (payable for six years) which Local Authorities will receive upon the completion of each unit of affordable housing developed to be known as “enhancement for affordable homes” under the New Homes Bonus on newly developed affordable housing units.

It was noted that in 2006 the Cabinet had agreed to the disposal of the land at Housman Close at less than market value for the development of affordable housing for older people. This proposal had been delayed because of negotiations with the National Playing Fields Association (known as “Fields in Trust”) and it now appeared these were reaching a satisfactory conclusion.

It was reported that following discussions, BDHT had included in their recent bid for funding to the Homes and Communities Agency a scheme for the provision of six bungalows on the land for older people. This was on the basis that the land be conveyed for a nil capital receipt which would demonstrate the commitment of the Authority to a joint commissioning approach to the delivery of affordable housing.

Information had been received from the County Council Principal Valuation Officer that the cost of developing the bungalows would equate to the value of the land. The land would have no value if sold for the purpose of social housing to let. Members felt it was important to have a detailed audit trail in respect of any disposal of land at less than market value.

It was reported that because of reductions in funding received, the amount of affordable housing units which BDHT would be able to build was likely to be severely reduced from the original bid which was to develop 200 units.

RESOLVED:

- (a) that the disposal of the recreation ground site at Housman Close, Charford to BDHT for a nil capital receipt be approved subject to (i) agreement being reached for the release of the covenant over the land in favour of Fields in Trust; and (ii) clarification being received in relation to the valuation of the land undertaken by the County Council Principal Valuation Officer to ensure the audit trail is complete;
- (b) that subject to consideration as part of the budget process and on an in principle basis, the additional payments for affordable homes under the New Homes Bonus be ring fenced for re-investment into the provision of affordable homes in the District; and

- (c) that (b) above be achieved by donating to each registered provider concerned, grant funding to be used for the provision of specific affordable housing schemes, the amounts received under the “enhancement for affordable homes” New Homes Bonus payment in accordance with the number of affordable homes built by each provider.

58/11 **PRIVATE SECTOR HOUSING ASSISTANCE POLICY - REVISION OF POLICY**

The Cabinet considered a report on the updated Private Sector Housing Strategy Policy in relation to the award of Home Repair Assistance Grants.

It was reported that a previous amendment to the Policy which had resulted in the repayment of grants being index linked rather than based on the original amount of grant awarded, had proved to be impractical and had appeared to be a disincentive to applicants.

It was noted that the repayment due to the Authority under the new policy would be payable whenever the property was sold rather than being limited to within ten years as previously agreed.

RESOLVED:

- (a) that the reasons why the previously proposed introduction of an index linked grant repayment policy would be inappropriate as set out in the report be noted; and
- (b) that the Home Repair Assistance Policy as contained at appendix 1 to the report, including the requirement for repayment of the original grant awarded whenever the property is sold, be approved.

59/11 **DRAFT NATIONAL PLANNING POLICY FRAMEWORK - RESPONSE TO CONSULTATION**

Members considered the detailed report on and proposed response to the consultation document on the draft National Planning Policy Framework.

It was noted that the basis of the proposed response was that greater detail was needed together with clarification of many aspects of the document.

Members appreciated the work undertaken by the Strategic Planning Manager in drafting the response within the confines of the questionnaire format required by the Department for Communities and Local Government. It was felt however that it would be appropriate to also include a separate letter from the Leader requesting clarification on issues specific to Bromsgrove District such as the Green Belt and the cross boundary issues. It was also felt appropriate to seek the support of the Leader of the Opposition on this matter in order to add weight to the representations.

RESOLVED:

- (a) that the report together with the implications of the draft National Planning Policy Framework be noted;

- (b) that the response as contained at appendix A to the report be approved and submitted to the Department for Communities and Local Government as part of the Council's formal response to the consultation; and
- (c) that in addition to (b) above, a separate letter be sent by the Leader of the Council and Leader of the Opposition if he is in agreement, relating to Bromsgrove's specific circumstances in respect of the Green Belt and cross boundary issues.

60/11 **SALE OF FREEHOLD 76 - 88 SHERWOOD ROAD BROMSGROVE**

The Cabinet considered a report on the proposed sale of the freehold interest of land at 76-88 Sherwood Road, Bromsgrove with a view to generating a significant capital receipt for use on projects within the community.

Members noted the background to this site together with the proposed arrangements for achieving the best market value for the site. Following discussion it was

RESOLVED:

- (a) that the sale of the freehold interest of 76-88 Sherwood Road, Bromsgrove be approved and that the sale be undertaken by auction in order to achieve best market value; and
- (b) that in view of the urgency of the matter the decision be not subject to the Council's call in procedure.

The meeting closed at 7.55 p.m.

Chairman

Agenda Item 4

BROMSGROVE DISTRICT COUNCIL

MEETING OF THE WORCESTERSHIRE SHARED SERVICES JOINT COMMITTEE

THURSDAY, 29TH SEPTEMBER 2011 AT 4.00 P.M.

PRESENT: Councillors Mrs. L. Hodgson (Chairman), M. Braley (Vice-Chairman), M. A. Bullivant, Mrs. B. Behan, P. Grove (during Minute No's 12/11 to 17/11), P. Harrison (substituting for Councillor J. Baker), P. Mould, A. N. Blagg, D. Thain, F. Lankester, K. Jennings, Mrs. E. Stokes and M. Hart

Also in attendance: David Evans, Audit Manager, Audit Commission (during Minute No. 12/11)

Observers: Mr. V. Allison, Deputy Managing Director, Wychavon District Council, Mr. I. Pumfrey, Head of Customer and Environmental Services, Malvern Hills District Council and Ms. A. Scarce, Committee Services Officer, Bromsgrove District Council

Invitees: Councillor J. Riaz, Licensing Chairman, Worcester City Council

Officers: Ms. J. Pickering, Mr. S. Jorden, Ms. C. Flanagan, Mrs. D. Randall, Mr. I. Edwards and Ms. P. Ross

9/11 **APOLOGIES**

Apologies for absence were received from Councillors J. Baker, Wyre Forest District Council and C. B. Taylor, Bromsgrove District Council.

10/11 **DECLARATIONS OF INTEREST**

No declarations of interest were received.

11/11 **MINUTES**

The minutes of the meeting of the Worcestershire Shared Services Joint Committee held on 23rd June 2011 were submitted.

With reference to an undertaking given at the previous meeting, the Executive Director, Finance and Corporate Resources, Bromsgrove District Council apologised to Members for not having provided this information and agreed that more detailed information on miscellaneous expenses would be provided in future reports to the Joint Committee.

RESOLVED that the minutes be approved as a correct record.

12/11 **AUDIT COMMISSION ANNUAL GOVERNANCE REPORT 2010/2011**

A copy of the Annual Governance Report for 2010/2011 was considered. The Chairman welcomed Mr. D. Evans, Audit Manager from the Audit Commission to the meeting. Mr. D. Evans informed Members that he would present the report in the absence of Ms. L. Cave, District Auditor, who had submitted her apologies.

The Executive Director Finance and Corporate Resources, Bromsgrove District Council informed Members that this was the first year that accounts had to be prepared in compliance with The International Financial Reporting Standards, which had resulted in additional work for officers.

Mr. D. Evans informed Members of the minor issues and amendments that had been raised with the Executive Director Finance and Corporate Resources, Bromsgrove District Council. Officers had accepted these minor revisions and he asked the Joint Committee to consider these before approving the Annual Governance Report 2010/2011.

Mr. D. Evans responded to questions from Members with regard to the Joint Committee being considered as a 'smaller relevant body'.

RESOLVED:

- (a) that the Audit Commission Annual Governance Report 2010/2011 be noted;
- (b) that the Statement of Accounts 2010/2011 not be amended to reflect the issues raised by the Audit Commission for the reasons discussed during the meeting; and
- (c) that the letter of representation on behalf of the Joint Committee be approved.

13/11 **STATEMENT OF ACCOUNTS 2010/2011**

Consideration was given to the report relating to the financial information for the year 2010/2011. The Statement of Accounts reflected the position from June 2010 to March 2011 for the new Worcestershire Regulatory Services and therefore was the first set of accounts referred for approval by the Joint Committee.

RESOLVED that the Statement of Accounts 2010/2011 be approved.

14/11 **WORCESTERSHIRE REGULATORY SERVICES PERFORMANCE INFORMATION APRIL - JUNE 2011**

The Committee considered a report which detailed the performance data for Worcestershire Regulatory Services for the period April 2011 to June 2011.

The Head of Worcestershire Regulatory Services responded to questions from Members with regard to future reporting. He informed Members that he was due to meet with the Joint Committee Management Board to discuss future reporting including a comprehensive list of key outcomes and performance

measures. Once determined this information would be made available to Joint Committee Members during 2012.

RESOLVED that the performance data for Worcestershire Regulatory Services for the period April 2011 to June 2011 be noted.

15/11 **PROJECT MANAGEMENT SUPPORT**

Mr. I. Edwards, Regulatory Services Project Manager provided Members with details of the current project management resources arrangement and the reduction in days due to the increased demand on the Project Manager from the Worcestershire County Council's Bold Programme.

Members were further informed that on 14th September 2011 the Worcestershire Regulatory Services Management Board had accepted the proposal to seek to recruit a full / part time Project Manager to manage delivery of the remaining Information Communications Technology (ICT) and Transformation products.

The Chairman expressed sincere thanks to Mr. I. Edwards for his contribution as Regulatory Services Project Manager.

Further discussion followed on the development of a robust ICT operating system and the role of Systems Thinking in order to determine the ICT needs and requirements for Worcestershire Regulatory Shared Services. The Head of Worcestershire Regulatory Services confirmed to Members that they would be advised of the procurement process and once developed the ICT Project Plan would be shared with the Joint Committee.

16/11 **WORCESTERSHIRE REGULATORY SERVICES ENFORCEMENT POLICY**

The Committee considered a report which sought to provide a Worcestershire Regulatory Services (WRS) single Enforcement Policy to be used across the county in relation to all enforcement activities.

The Head of Worcestershire Regulatory Services informed Members that The Regulators Compliance Code was fairly prescriptive in terms of what needed to be included within an Enforcement Policy, seeking to ensure that local authorities took a measured approach to enforcement. The Enforcement Policy would allow the service to operate in a consistent way across the county in relation to all enforcement matters.

The Legal Service Manager, Redditch Borough Council responded to questions from Members regarding minor changes to the WRS Enforcement Policy, Introduction. Comments received from the legal team at Bromsgrove District Council and Redditch Borough Council for inclusion within the policy had not been received in time to incorporate into the Enforcement Policy presented at the meeting.

Following further explanation and discussion with the Legal Service Manager, Redditch Borough Council with regard to the minor changes it was

RESOLVED that the agreed changes to the Worcestershire Regulatory Services (WRS) Enforcement Policy, Introduction, be incorporated and Members receive a copy of the WRS Enforcement Policy with the published Joint Committee minutes.

RECOMMENDED that, subject to the agreed changes to the Worcestershire Regulatory Services Enforcement Policy, Introduction, the Council for each Member Authority adopts the policy.

17/11 **WORCESTERSHIRE REGULATORY SERVICES JOINT COMMITTEE**
BUDGET MONITORING APRIL 2011 - JULY 2012

The Committee considered a report which detailed the financial position for the period April 2011 to July 2012.

The Executive Director Finance and Corporate Resources, Bromsgrove District Council introduced the report and informed the Committee that there were no major issues to report in relation to the financial position April 2011 to July 2012.

Following further discussion, the Executive Director Finance and Corporate Resources, Bromsgrove District Council agreed to provide Joint Committee Members with more detailed information on miscellaneous expenses.

RESOLVED:

- (a) that the Executive Director Finance and Corporate Resources, Bromsgrove District, be tasked to provide Joint Committee Members with more detailed information on miscellaneous expenses by 10th October 2011, and
- (b) that the financial position for the period April 2011 to July 2012 be noted.

The meeting closed at 5.17 p.m.

Chairman

JOINT COMMITTEE

Date: 29th September 2011

ENFORCEMENT POLICY

Recommendation

That Members recommend the adoption of this policy by the individual partner authorities.

Contribution to Priorities/ Recommendations

This policy will apply to all WRS functions involving enforcement action so will impact across all service priorities.

Introduction/Summary Background

Local authorities have, for some time, been required to produce and publish an Enforcement Policy to demonstrate how national regulation will be enforced in their areas. The attached policy document seeks to provide Worcestershire Regulatory Services with a single policy that can be used across the county in relation to all enforcement activities. The policy will need to be adopted by partners as it relates to legal process, a reserved matter.

Report

Local authorities have been encouraged to produce Enforcement Policies for many years, but particularly with the introduction of the Enforcement Concordat, created by LACORS (Local Authority Co-ordinators of Regulatory Services, formerly LACOTS.) The idea of the concordat was to provide businesses with a clear framework within which regulation would take place and to provide this community with an outline of the kind of responses they might face should they be identified as being non-compliant.

These provisions have, in the main, been superseded by the Regulator's Compliance Code, issued by the Better Regulation Executive, under the Legislative and Regulatory Reform Act 2006, and now maintained by the Local Better Regulation Office. The Regulators Compliance Code is fairly prescriptive in terms of what needs to be included in an Enforcement Policy, seeking to ensure that local authorities take a measured approach to enforcement. The Code encourages local authorities to try to use informal means to resolve issues of non-compliance before taking formal action, unless there are immediate risks or there is evidence of consent or connivance involved in the commission of the

offences.

Before putting a case before the Courts, local authorities also need to have regard to the Code for Crown Prosecutors, which lays down the very basic provisions for evidential sufficiency and public interest before a case can be considered a sound candidate to be taken to Court.

The attached policy meets the criteria of both of these documents and provides businesses with a clear picture of how the service will go about its enforcement activities. This should allow it to easily integrate with existing policies within the partner authorities and will allow the service to operate in a consistent way across the county in relation to all enforcement matters.

Improved consistency is something that businesses crave, so there is a level playing field for all of those in competition. They continue to claim that there are significant differences in the way local authorities enforce legislation across the country and that this is detrimental to business performance. A recent report from the Local Better Regulation Office called "From the Business end of the telescope" continues to highlight business concerns about inconsistency. Local Government, through LACORS, has frequently challenged business on their evidence for these claims, but adopting this common approach to enforcement would go some way to reducing such perceptions within Worcestershire.

Financial Implications

None

Sustainability

Not applicable

Contact Points

Simon Wilkes
Business Manager
Worcestershire Regulatory Services
swilkes@worcsregservices.gov.uk

Background Papers

Enforcement Policy attached.
"From the Business End of the Telescope" is available from the Local Better Regulation Office and can be found on their website at:
<http://www.lbro.org.uk/docs/from-the-business-end-of-the-telescope.pdf>



Worcestershire Regulatory Services Enforcement Policy

1. Introduction

In June 2010, seven Local Authorities in Worcestershire set up a Joint Committee under Section 101 of the Local Government Act 1972, comprising Members of the Authorities, to oversee the delivery of regulatory services across the County on their behalf, by a single body called "Worcestershire Regulatory Services".

The regulatory services to be provided include Trading Standards, on behalf of Worcestershire County Council and Health & Safety, Environmental Health and Licensing administration on behalf of Bromsgrove District Council, Malvern Hills District Council, Redditch Borough Council, Worcester City Council, Wychavon District Council and Wyre Forest District Council

This Enforcement Policy will be applied by Worcestershire Regulatory Services in relation to the services it provides on behalf of these Authorities and it has been adopted by each of them. It is distinct from the general Enforcement Policy of the individual Local Authority, which applies to any other service provided by them, for example, Planning.

The primary aim of Worcestershire Regulatory Services is to ensure compliance with the legislative framework within which they operate so that, consumers, businesses, employees, individuals and the environment are protected, and transactions are fair and equitable. Fair proportionate and effective enforcement is essential to protecting the health, safety and economic interests of all concerned, and there is a range of tools available to the Service to achieve this.

Generally we will provide advice and support those seeking to comply and at the same time tackle those who choose not to comply, using proportionate action. The detail on how and when action may be taken is outlined in the body of this policy.

The Service must also have regard to the various general duties imposed on the partner authorities e.g. section 17 of the Crime and Disorder Act, and the general powers given to local government for the promotion of well being under the Local Government Act. We are obliged to comply with the Human Rights Act 1998, so we will take its provisions into account when taking decisions relating to enforcement action.

This enforcement policy is a statement of how the Service will carry out its enforcement duties and, in addition, what business and citizens in Worcestershire can expect from our enforcement staff.

2. Policy Scope

We are committed to providing an effective service with officers carrying out their duties in an equitable, practical and consistent manner. To achieve this we have adopted the principles of the following:

- The Regulators Compliance Code (BIS)
- Local Government Regulation's Home Authority Principle,

- Local Better Regulation Office's Primary Authority Principle.
- The Crown Prosecution Service Code for Crown Prosecutors (as amended.)
- The Food Safety Act 1990 Code of Practice
- Human Rights Act 1998 and the European Convention on Human Rights.

We will also comply with any statutory requirement placed upon us and seek to align our procedures with best practice.

The Policy applies to actions in relation to all of the legislation enforced by the Service. Enforcement action includes any action taken by officers aimed at ensuring that individuals or businesses comply with the law and goes beyond just formal enforcement action such as prosecution.

3. General Principles

Prevention is better than cure and our role therefore involves actively working with businesses to advise on and assist with compliance. Where we consider that formal action is necessary each case will be considered on its own merits. However, there are general principles that apply to the way each case must be approached. These are set out in this Policy.

The majority of cases involving regulatory matters will relate to businesses, however, there will be some cases put before the Courts that relate to individuals, particularly those involving noise nuisance. These cases will be treated in the same way as those involving businesses and the general principles outlined around proportionality of action, for example trying informal approaches before resorting to formal action and the Courts, will be followed.

Enforcement decisions will be fair, independent and objective and will not be influenced by issues such as ethnicity or national origin, gender, religious beliefs, political views or the sexual orientation of the suspect, victim, witness or offender. Such decisions will not be affected by improper or undue pressure from any source. We will take into account the views of any victim, injured party or relevant person to establish the nature and extent of any harm or loss, and its significance, in making the decision to take formal action.

This enforcement policy helps to promote efficient and effective approaches to regulatory inspection and enforcement, which improve regulatory outcomes without imposing unnecessary burdens. We recognise the positive impact that the service can have on economic progress and growth in the local economy and see it as part of our role to encourage and support the growth of legitimate business activity within the legal framework provided by central government.

4. Risk

We will ensure that our resources are targeted where they will be most effective. We will ensure that intelligence and risk assessment inform all aspects of our approach to regulatory activity, including:

- Data collection and other information requirements;
- Inspection programmes;
- Advice and support programmes;

- Enforcement activity and sanctions.

We will normally use the appropriate Government risk assessment scheme to inform any inspection programme, but, where these do not exist, we will consult and involve businesses and other interested parties in designing any risk methodologies that are created within the Authority, and publish the details. In the absence of other factors, when determining risk, we will consider:

- Compliance history and potential future risks
- The existence of effective management systems
- Evidence of recognised external accreditation
- Management competence and willingness to comply

We will also use intelligence to direct inspection based projects, targeting goods or business where there are known issues. Obviously, a complaint may also trigger a visit if that is the most appropriate response. We will review our approach to regulatory activities from time to time, in order to remove any unnecessary burdens from businesses.

5. Advice and Guidance

We will provide general information, advice and guidance to make it easier for businesses to understand and meet their obligations. This will be provided promptly, in clear, concise and accessible language, using a range of appropriate formats and media. Information will cover all legal requirements relating to our regulatory activities, as well as changes to legal requirements. Where changes are of great significance, we will look at the best ways of informing businesses of the changes e.g. through newsletters, mail-shots or seminars.

We will provide targeted and practical advice through personal visits, telephone and promote self service via our website. We will try to maximise the accessibility and effectiveness of advice to ensure efficient use of resources and we will involve businesses in developing both the content and style of regulatory guidance to help ensure that it meets their needs.

When offering advice, we will clearly distinguish between statutory requirements and advice or guidance aimed at improvements above minimum legal standards. We seek to provide proportionate advice, the content of which will help achieve compliance but impose the minimum burden required on the business concerned. Advice will be confirmed in writing, if requested.

Where a business knows it has a problem and seeks advice to remedy the situation, it will not normally trigger enforcement action. Where appropriate we will seek to support the remedial action to prevent future problems, however, we must reserve the right to take enforcement action in serious cases.

Generally, we will provide our advisory services free of charge however we reserve the right to charge a reasonable fee for services beyond the basic advice and guidance necessary to help ensure compliance. We would take account of the needs and circumstances of smaller businesses and others in need of help and support in deciding whether or not to charge. Charging will be in line with any guidance issued by the Local Better Regulation Office in relation to the Primary Authority principle.

We will engage with local businesses to assess the effectiveness of our information and advice services by asking them how effective our work is in raising businesses' awareness and helping them to understand legal requirements, including the extent to which they incur additional costs from obtaining external advice in order to understand and comply with legal requirements.

6. Inspection

We will ensure inspections and other visits to businesses only occur in accordance with a risk assessment methodology, except where visits are requested by businesses, or where we act on relevant intelligence. We will focus our efforts on businesses where intelligence and risk assessment shows there is a higher likelihood of non-compliance or which pose a more serious risk to regulatory outcomes. Some processes by their nature present a greater risk to health or the environment, or due to their complexity, may make it more difficult to ensure compliance. These are the areas where we will focus our inspection resources.

When we visit or carry out inspections, we will give feedback to businesses to encourage and reinforce good practice. We will also share information about good practice amongst businesses, and with other regulators.

Where we and another regulator have a shared interest in a business we will work together to ensure that our activities can be rationalised to minimise the burden on the business, where such action is both of benefit to the business and does not harm the standard of enforcement for either regulator.

We will also take account of the circumstances of small, businesses, including any difficulties they may have in achieving compliance.

7. Information Requirements

Worcestershire Regulatory Services do not require large quantities of information from businesses on a routine basis. When determining what data we may require, we will consider the costs and benefits of data requests to businesses and,

- Limit the data that we request to that which is either appropriate, or required by statute e.g. food registration, licensing applications, etc,
- Minimise the frequency of collection and seek the information from other sources where relevant and possible.

We will work with our fellow local regulators to minimise the information we request from businesses, and we will seek to maximise our data sharing within the provisions of the Data Protection Act. We will seek to use compatible collection methods to give consistency.

We will involve businesses in vetting data requirements and form design for clarity and simplification. We will also ensure that, where possible, data can be returned electronically.

8.0 Enforcement Action

In accordance with good practice, we will:

- Publish our Enforcement Policy;
- Report on our enforcement activities year on year to interested parties through an Annual Report;
- Follow-up enforcement actions where appropriate;
- Be transparent in the way in which we enforce requirements and, apply and determine penalties (when such powers are made available.)

When considering what action should be taken, we will look to:

- Be proportionate to the nature of the offence and the harm caused,
- Change the behaviour of the offender;
- Eliminate any financial gain or benefit from non-compliance;
- Address the harm caused by regulatory non-compliance, where appropriate;

- Deter future non-compliance,
- Be responsive and consider what is appropriate for the particular offender and regulatory issue, and
- Avoid perverse incentives that might influence the choice of sanctioning response.

When considering formal enforcement action, we will, when appropriate, discuss the circumstances with those suspected of a breach (usually by way of formal interview,) and take these comments into account when deciding on the best approach, (unless immediate action is required to prevent or respond to a serious breach or where to do so would be likely to defeat the purpose of the proposed enforcement action.)

We will ensure that clear reasons for any formal enforcement action are given to the person or entity at the time the action is taken. These reasons will be confirmed in writing at the earliest opportunity. Complaints and relevant appeals procedures for redress will also be explained at the same time.

8.1 Deciding what enforcement action is appropriate

In assessing what enforcement action is necessary and proportionate, consideration will be given to:

- The seriousness of compliance failure;
- The business's past performance and its current practice;
- The risks being controlled;
- Legal, official or professional guidance;

There are a large number of potential enforcement options. The level of the action taken varies from no action through to proceedings in Court. Examples of the main types of action that can be considered are shown below:

- No action;
- Informal Action and Advice;
- Fixed penalty Notices;
- Penalty Charge Notices;
- Statutory Notice;
- Formal closure
- Seizure of goods/equipment;
- Injunctive Actions;
- Refusal/revocation of a licence;
- Simple Caution;
- Prosecution.

8.2 No Action

There will be circumstances where a contravention may not warrant action, or it may be inappropriate. Many minor contraventions can be dealt with via advice and/ or assistance.

8.3 Informal Action and Advice

For minor breaches of the law we will give advice on how to put them right, including a deadline by which this must be done. The time allowed will be reasonable, and take into account the seriousness of the contravention and the implications of the

non-compliance. Where the advice required is detailed, or there are potentially serious implications from the failure, the advice will be provided in writing. Failure to comply could result in an escalation of enforcement action.

Where ever possible we will advise offenders about 'good practice', but we will clearly distinguish between what they *must do* to comply with the law and what is recommended best practice.

8.4 Statutory Notices

Officers of the Service have the power under various pieces of legislation to issue notices that:

- Prohibit the sale or distribution of goods where relevant provisions may have been breached,
- Require a business to take specific actions to remedy an identified problem,
- Require a business to desist from particular activities that may not comply with legal requirements.
- Require any person to take action to ameliorate or stop nuisances being caused by their actions

Notices may require immediate action where, for example, there are risks to public health or safety, or an immediate risk of environmental damage or serious nuisance. In other circumstances, a reasonable amount of time will be given, depending on the circumstances, to rectify the problem.

Certain types of notice allow works to be carried out in default. This means that if a notice is not complied with (a breach of the notice) we may carry out any necessary works to satisfy the requirements of the notice ourselves. Where the law allows, we may then charge the person/business served with the notice for any cost we incur in carrying out the work.

In certain limited circumstances e.g. under the provisions of food safety legislation, where an authorised officer is satisfied that there is an imminent risk of injury to health from the condition of the premises, the officer may serve notice to close the premises. This would be immediately followed by an application to a Magistrates Court to confirm the closure.

All notices issued will contain details of any Appeals process that may be available to the recipient.

8.5 Fixed Penalty Notices

Certain offences are subject to fixed penalty notices where prescribed by legislation. These notices are recognised as a low-level enforcement tool and avoid the defendant obtaining a criminal record. Where legislation permits an offence to be dealt with by way of a Fixed Penalty Notice (FPN), we may chose to administer a FPN on a first occasion, without issuing a warning. They will be used in appropriate circumstances to give a fast and measured response to the situation.

8.6 Penalty Charge Notices

Penalty Charge Notices (PCNs) are prescribed by certain legislation as a method of enforcement by which the offender pays an amount of money in recognition of the

breach. Failure to pay the PCN will result in the offender being pursued in the County Court for non-payment of the debt. A PCN does not create a criminal record and we may choose to issue a PCN without first issuing a warning in appropriate circumstances.

8.7 Institution of Legal Proceedings

Once an officer has completed his/ her enquiries, they will submit a case report to a senior officer, independent of the investigation, who will decide, using the criteria below, the most appropriate course of action.

Where the law has been broken, there is a range of enforcement options available to seek compliance with the law. Under normal circumstances, a process of escalation will be used until either compliance is reached or there is no option other than to instigate proceedings. Exceptions would be where there is a serious risk to public safety or the environment, or the offences have been committed deliberately or negligently or involve deception, or where there is significant economic detriment. Each case is unique and will be considered on its own facts and merits.

The senior officer will take into consideration the requirements of the Code for Crown Prosecutors and other relevant codes before deciding whether or not to authorise the institution of legal proceedings.

Firstly the senior officer will have to be satisfied that there is sufficient evidence to provide a realistic prospect of conviction against each defendant on each charge (i.e. that a jury or bench of Magistrates, properly directed in accordance with the law, is more likely than not to convict the defendant of the charge alleged). To this end, the senior officer will look at all the available evidence, reliability of witnesses, supporting documentation and any other matters relating to the investigation. Only when this evidential test has been satisfied will the public interest to proceed with the prosecution be considered.

In deciding whether a prosecution will serve the public interest, the senior officer will balance factors for and against the prosecution carefully, fairly and impartially. Some factors may increase the justification to prosecute whereas others may militate against. Below are some of the matters to be taken into consideration for and against criminal proceedings. This is not an exhaustive list and, as such, each case is taken strictly on its own individual merits:

Factors in Favour of Prosecution.

- The offender was in a position of control within the business,
- The offender acted dishonestly, wilfully or negligently.
- The product or service was aimed at a vulnerable group or person.
- The product or service has caused or had the potential to cause physical or mental injury or suffering, significant harm or loss.
- The offender has received advice or a warning concerning the circumstances of the offence or similar matters.
- The offender has previous convictions that are relevant.
- The offence, though not serious in its self, is widespread in the area where it was committed.
- There are grounds to believe that the offence is likely to be continued or repeated, for example by a history of recurring conduct.

- The outcome of a prosecution might serve an important, informative purpose or establish a legal precedent.

Factors which would mitigate against the need for a prosecution

- The offence was minor in nature and as a result of a genuine mistake or misunderstanding, which did not involve significant negligence.
- The offender is elderly, or was at the time of the offence suffering from significant mental or physical ill health, which contributed to the commission of the offence, and the offence was neither serious nor likely to be repeated.
- The loss or harm could be described as minor and was as a result of a single incident, particularly if it was caused by a failure of judgment.
- The offender put right the loss or harm caused prior to the intervention of the Service.
- Prior to the Service's intervention, the offender had introduced adequate steps to prevent further similar offences.
- The defendant was a youth at the time of the offence.
- There has been a long delay between the offence and any potential court action, unless either:
 - (i) The offence is serious,
 - (ii) The delay has been caused by the defendant or his/ her legal representatives,
 - (iii) The offence has only recently come to light, or
 - (iv) The complexity of the offence meant that there has been a long investigation.

8.8 Proceeds of Crime Applications

Some cases taken by the service can lead to applications being made under the Proceeds of Crime Act 2002 (POCA) for confiscation of assets. These are the most serious cases or where there is persistence of offending over a long period of time or where the offences are deemed to be "lifestyle crime" under POCA. Their purpose is to recover the financial benefit that the offender has obtained from his criminal conduct.

8.9 The use of Simple Cautions

Where the public interest justifies it, we will consider offering a Simple Caution (or Reprimand/ Final Written Warning if the offender is under 18.) In offering a Simple Caution, we will take account of the Home Office Guidelines in relation to the cautioning of offenders, and the Code for Crown Prosecutors. Where the offender is under 18 and a formal approach is being considered, appropriate bodies such as the Youth Offending Team will be consulted.

A Simple Caution requires an admission of guilt on behalf of the offender, however there is no sentence and there is no recorded conviction. A caution will remain on record for a period of 2 years and may be cited in Court should a further offence be committed and prosecuted during that time.

8.10 Injunctions

Some legislation includes provisions for obtaining enforcement orders against traders. This process involves the civil courts rather than the criminal courts. The purpose of these provisions is to prevent traders from continuing with conduct that harms the collective interests of consumers, but it is only available for specific criminal and civil legislation.

The enforcing authority is required to follow a procedure involving consultation with the trader and the Office of Fair Trading (OFT) before proceeding to formal action. An order can proceed without consultation where the OFT feels that action should be brought without delay, however, written permission is required from the OFT to instigate proceedings in all cases.

Generally, we will attempt to obtain undertakings that the offending conduct will cease before moving to the formal stage. The conduct will normally be identified from recurring complaints. In determining whether the number of complaints is sufficient for action, consideration will be given to the seriousness of the complaints, the size of business, and whether it trades locally, regionally or nationally. Action may also be considered after a single complaint where the conduct is seriously detrimental and repetition must be prevented.

Where the Service fails to gain written assurances from the trader, or where such assurances are breached, action to obtain an enforcement order through the civil courts will be considered, using a process similar to that described above for other formal actions.

8.11 Anti Social Behaviour Orders and Criminal Anti Social Behaviour Orders

This is a civil process. Where the non-compliance identified during an investigation amounts to antisocial behaviour such as persistent targeting of an individual or a group of individuals in a particular area then, following liaison with the relevant partner Council's Anti-Social Behaviour Unit where appropriate, an ASBO or CRASBO will be sought to stop the activity.

8.12 Refusal, Suspension and Revocation of Licence

Where there is a requirement for a business to be licensed by the local authority, the licence may be granted unless representations or objections are received against the application. In such cases the Licensing Committee or Sub-Committee will hear the case and decide to grant, grant with conditions, or refuse the licence application. In addition, in relation to the Gambling Act 2005, applications for premises Licence, the Licensing Committee can exclude a condition of licence.

In most circumstances, a license may be considered for suspension, revocation, or the application of further conditions, where officers become aware of either the commission of offences relating to the conduct of the business, or breaches of existing conditions or similar controls. These matters will be heard before the Licensing Committee (or a Sub-Committee,) of the relevant partner Authority, and the elected members will determine what action should be taken.

9.0 Additional Information

The Senior Managers involved in making the more serious decisions will also have regard to legal advice from the relevant partner Head of Legal Services. Once the Regulatory Service reaches a decision to prosecute, or to instigate civil proceedings, the relevant Partner Authority's Legal Services Department must authorise the action before implementation.

9.1 Standards and Accountability

We will, in consultation with businesses and other interested parties, set and publish clear standards and targets for our service and performance. These will include:

- Regulatory outcomes (e.g. proportions of businesses that comply,);
- Performance standards for contact with businesses;
- A commitment to ensuring costs to businesses of regulatory interventions are proportionate; and
- A commitment to dealing with any negative perceptions of businesses and other interested parties relating to these issues.

We will create effective consultation and feedback opportunities to ensure we have continuing cooperative relationships with businesses and other interested parties. We will ensure our officers provide courteous and efficient services to businesses. We will enable them to interpret and apply relevant legal requirements and ensure that they enforce requirements fairly and consistently between like-businesses in similar situations. We will take account of comments from businesses and other interested parties regarding the behaviour and activity of our staff.

9.2 Liaison with other regulatory bodies and enforcement agencies

Where appropriate, enforcement activities within Worcestershire Regulatory Services activities will be coordinated with other regulatory bodies and enforcement agencies to maximise the effectiveness of any enforcement.

Where an enforcement matter affects a wide geographical area beyond the County boundaries, or involves enforcement by one or more other local authorities or organisations; where appropriate all relevant authorities and organisations will be informed of the matter as soon as possible and all enforcement activity coordinated with them.

Worcestershire Regulatory Services will share intelligence relating to wider regulatory matters with other regulatory bodies and enforcement agencies, and examples include:

- Government Agencies
- Police Forces
- Fire Authorities
- Other Statutory Bodies
- Local Authorities

9.3 Further Information

Anyone requiring further information on this policy should contact Worcestershire Regulatory Services by writing to:

Worcestershire Regulatory Services
PO Box 866
Wyatt House
Farrier Street
Worcester
WR1 9DP

Or by e-mail to:

wrsenquiries@worcsregservices.gov.uk

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BROMSGROVE DISTRICT COUNCIL

MEETING OF THE OVERVIEW AND SCRUTINY BOARD

WEDNESDAY, 12TH OCTOBER 2011 AT 5.00 P.M.

PRESENT: Councillors P. J. Whittaker (Chairman), P. Lammas (Vice-Chairman), C. J. Bloore, J. S. Brogan, Mrs. R. L. Dent, K. A. Grant-Pearce, Mrs. J. M. L. A. Griffiths, R. J. Laight, S. P. Shannon, Mrs. C. J. Spencer and L. J. Turner

Observers: Councillor R. J. Deeming and Councillor M. A. Bullivant

Officers: Ms. J. Pickering, Mrs. C. Felton and Ms. A. Scarce

47/11 **APOLOGIES**

Apologies for absence were received from Councillors Dr. B. T. Cooper and P. M. McDonald.

48/11 **DECLARATIONS OF INTEREST AND WHIPPING ARRANGEMENTS**

There were no declarations of interest or whipping arrangements.

49/11 **MEMBERSHIP OF THE PLANNING POLICY TASK GROUP**

The Chairman informed the Board that 13 Members had shown an interest in joining the Planning Policy Task Group. The Board discussed the size and composition of the Task Group, taking into account the guidelines which had been agreed by the Board. During this discussion the Chairman agreed that the meeting be adjourned to allow the Members time to consider the nominations.

Accordingly, the meeting stood adjourned from 5.06 p.m. to 5.11 p.m.

Having re-convened it was

RESOLVED:

- (a) that the Planning Policy Task Group would comprise of 7 Members, and be politically balanced (5 Conservative and 2 Labour Members); and
- (b) that Councillors C. J. Bloore, S. R. Colella, Mrs. R. L. Dent, S. J. Dudley, Mrs. J. M. L. A. Griffiths, P. M. McDonald and Mrs. C. J. Spencer be appointed Members of the Planning Policy Task Group.

50/11 **CHAIRMAN OF THE PLANNING POLICY TASK GROUP**

The Chairman invited nominations for Chairman of the Planning Policy Task Group.

RESOLVED that Councillor S. R. Colella be appointed Chairman of the Planning Policy Task Group.

Councillor C. J. Bloore informed the Chairman that the Labour Group would withdraw from the Task Group as it could not support it being chaired by a member of the leading political group and would therefore carry out its own investigation. After further discussion it was

RESOLVED that due to the circumstances detailed above, Councillor L. J. Turner be invited to join the Planning Policy Task Group and therefore as a consequence the revised membership of the Task Group is as follows, Councillors S. R. Colella, Mrs. R. L. Dent, S. J. Dudley, Mrs. J. M. L. A. Griffiths, Mrs. C. J. Spencer and L. J. Turner.

51/11 **ANY OTHER BUSINESS**

The Board discussed issuing a press release as soon as possible to ensure that residents were made aware that the Planning Policy Task Group had been set up and that the investigation would commence as quickly as possible. Officers confirmed that they would contact the Chairman of the Task Group to arrange suitable meeting dates for the Task Group at the earliest opportunity.

The Board asked for it to be noted that it was disappointed at the Labour Group's withdrawal from the Task Group and stressed that it would ensure that the Task Group would scrutinise the issues raised both fairly and justly, which was the case with any Task Group set up by the Board.

The meeting closed at 5.18 p.m.

Chairman

Agenda Item 6

THERE ARE NO ENCLOSURES FOR THIS AGENDA ITEM

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Agenda Item 7

THERE ARE NO ENCLOSURES FOR THIS AGENDA ITEM

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CABINET

2nd November 2011

Draft Core Strategy 2- Consultation Responses

Relevant Portfolio Holder	Councillor C.B. Taylor
Portfolio Holder Consulted	Yes
Relevant Officer	Mike Dunphy
Wards Affected	All
Ward Councillor Consulted	N/A
Non-Key Decision	

1. SUMMARY OF PROPOSALS

- 1.1 The purpose of the Core Strategy is to set out the vision, objectives and key policies which will guide development within the District for the next 15 years.
- 1.2 Members will recall that at Full Council on 19th January 2011 Draft Core Strategy 2 was approved for consultation purposes from 21st January 2011 to 15th April 2011.
- 1.3 A report detailing the results of the consultation has now been prepared which summarises all of the responses received, provides an officer response and suggests action to be taken where appropriate.

2. RECOMMENDATIONS

- 2.1 That members note both the contents of this report and publication of the consultation responses.

3. KEY ISSUES

- 3.1 The Consultation element of preparing a Core Strategy is an important and significant undertaking, and every effort was made to reach as many people as possible. The level of response demonstrates that the methods used to engage with communities were in the main successful. Various methods to advertise the consultation were used, for example it was advertised in a number of local newspapers (Bromsgrove and Redditch Standard & Bromsgrove Advertiser), the 'Village' magazine, as well as it being available on the District Council's website, in local libraries, at the Council House and the Customer Service Centre. The website contained information on the document itself, the consultation process, together with links to other relevant documents such as the Sustainability Appraisal and the evidence base. A static exhibition was also prepared which, for the majority of the period, was displayed in the Customer Service Centre.
- 3.2 A number of 'drop-in' days were also held where planning officers were on hand to discuss elements of the document in an informal setting supported by exhibition material, rather than a formal

public meeting. These drop in days were held over 3 weeks at the end of February to the beginning of March at the Council House, Dolphin Centre and at an empty retail unit in the High Street. They were held at different times during the day and week including the weekend and evening times in order to reach as many people as possible. In order to spread the message more widely, Parish Councils were invited to host 'drop-in' days, where BDC Officers would be on hand to explain exhibition material and answer queries face to face. Such drop in days were held at Barnt Green on 8th March from 12-7pm and Wythall on 21st March from 9am-8pm in the village hall. Overall it is estimated that Officers spoke face to face to approximately 1010 people over this 12 week consultation period. Letters and emails were sent to all consultees held on the LDF database which includes statutory consultees, organisations and individuals who had previously expressed a wish to be consulted. Statutory Consultees received hard copies of the document and other consultees received notification and a summary leaflet which also detailed where the full document could be viewed and details of the drop in days.

- 3.3 The consultation attracted over 3300 responses which were received via email, by post and via the online questionnaire.
- 3.4 The responses have been received from a variety of sources including organisations, private companies and private individuals. A Response Report has been prepared which, due to its length (over 4000 pages), is available for viewing in hard copy in the Members Room or available on the website at www.bromsgrove.gov.uk/corestrategy. In order to allow the document to be as penetrable as possible by people who responded to the consultation it has been split up into various sections including a section for each of the development sites, a parish councils section, a consultants section, and a general section which includes responses from various organisations and individuals who responded to the whole of the document.
- 3.5 A good proportion of the responses purely focused on opposing development in one specific area, whilst a smaller proportion commented more generally on the strategy as a whole. The comparatively high response rate was not entirely unexpected as for the first time in the Core Strategy process land allocations were identified in the form of strategic/ development sites. This high level of response was received despite the majority of these sites being previously been identified as Areas of Development Restraint (ADR) within the current Development Plan which was adopted in 2004. Widespread misunderstanding of the status of ADR's was demonstrated during the consultation with many people believing that the land was either Green Belt and/or protected from future development. This is one of the reasons this confusing terminology

was not used in DCS2 with preference given to the more unambiguous term of “development site”.

- 3.6 The policies which generated the most comments were connected with the site allocations in CP4 Bromsgrove Town Expansion sites comprising Norton Farm (30), Perryfields Road (21) and Whitford Road (287) and Other Development sites in particular Alvechurch (8), Barnt Green (164, a petition with 487 signatures was also received), Catshill (42), Hagley (872), St Godwalds Road (40) and Wythall (613). Responses from Redditch residents were also sent in (68, a petition with 1016 signatures was also received). Some of the responses received on the development sites relate to issues which are generic across all development sites. Wherever possible in the interests of fairness and consistency a standard response has been prepared to such issues. These concerns cover matters such as the capacity of local schools and health facilities, impact of development on the highway network, impact on air quality, impact on the natural environment and loss of greenfields. Some responses questioned the housing figures with some considering figures should be based on the RSS Preferred Option of 2100 and others considering it should be considerably higher and based on the latest population projections and needs.
- 3.7 Uncertainty regarding the planning system was apparent in many of the responses for instance in relation to the status of the Regional Spatial Strategy, the emerging Localism Bill, emerging guidance and various ministerial statements on the philosophy underpinning the new planning system. Wherever possible such queries have been answered with as much clarity as is possible whilst acknowledging that at the present time there is a state of flux in the planning system.
- 3.8 Particularly useful responses include for example, updates of information, suggestions for improvements and pointers on how to strengthen the evidence base and the Core Strategy document itself.

4. **Financial Implications**

- 4.1 There are no direct financial implications associated with the recommendations contained within this report, although the ability of the District Council and its residents to benefit fully from development that takes place across the district will be affected by the contents of the Core Strategy/Local Plan.
- 4.2 Copying and any subsequent costs for publicity will be met from the existing budget which exists for the Core Strategy.

5. Legal Implications

- 5.1 The Core Strategy once adopted will become part of the Statutory Development Plan for the District required by the Planning and Compulsory Purchase Act 2004 and prepared in accordance with the Town and Country Planning (Local Development) (England) Amendment Regulations.

6. Service / Operational Implications

- 6.1 Whilst the substantial response rate demonstrates the success of the consultation there have been resultant resource implications in its handling in order to ensure the responses are given due and careful consideration and are responded to in a meaningful manner. For future consultations the method of dealing with responses will be reappraised to ascertain whether efficiencies can be made whilst still complying with relevant Regulations.
- 6.2 The responses to the consultation will inform the next version of the Core Strategy/Local Plan as is indicated in the actions proposed in the response report.

7. Customer / Equalities and Diversity Implications

- 7.1 The Core Strategy is likely to have an impact on many different aspects of peoples lives including living, working, shopping, leisure and educational choices together with the ability to make a direct contribution in the decision making process. Public consultation has been and will be extensively undertaken throughout the process and this is likely to take on even more significance as the new planning system and the opportunities for collaborative democracy i.e. Neighbourhood Planning, unfold.
- 7.2 An advert will be placed in the Together Bromsgrove magazine and other relevant places, advertising the publication of the responses and clearly identifying where the responses can be viewed.
- 7.2 An Equalities Impact assessment will be undertaken on the final submission version of the Core Strategy. Attempts will be made to ensure all sections of society are consulted and are involved in the process as the plan progresses towards completion.

8. RISK MANAGEMENT

- 8.1 The most significant risk is that without an up to date and sufficiently detailed plan, planning applications may be submitted and development across the district may take place in an ad hoc and

unplanned way. This could also cause resentment from local communities, and undermine the solid planning principles the council has with the current local plan currently being updated via the production of the Core Strategy.

9. BACKGROUND PAPERS

Draft Core Strategy 2 Consultation Responses Report - available at www.bromsgrove.gov.uk/corestrategy

AUTHOR OF REPORT

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CORPORATE DATA BACKUP

Relevant Portfolio Holder	Cllr Del Booth
Portfolio Holder Consulted	Yes
Relevant Head of Service	Deb Poole – Head of Business Transformation
Wards Affected	N/A
Ward Councillor Consulted	No
Non-Key Decision	

1. SUMMARY OF PROPOSALS

- 1.1 The device used to backup electronic information held on the corporate network is now six years old. The device is coming to ‘end of life’ and requires replacing due to technical problems. The device is no longer able to backup and store the large amounts of data held by the authority. In addition the amount of storage available for departments to store their information is becoming critically low and needs to be increased within the next three months. This is due to the increasing demand to store information electronically.

2. RECOMMENDATIONS

- 2.1 That Cabinet recommend the Council to approve an increase in the 2011/12 Capital Programme of £55k to be funded from ICT reserves of £10k and current revenue underspends of £45k to fund the back up and additional electronic storage.

3. KEY ISSUES

Financial Implications

- 3.1 The cost of a user backup device is £10,000. This is already available in the existing ICT replacement reserve.
- 3.2 The cost of an additional electronic storage device is £45,000. This is available from existing budgets within the IT service.

Legal Implications

- 3.3 Legal implications may arise under the Civil Contingencies Act if Bromsgrove District Council fail to maintain a sufficient disaster recovery service for the authorities data. The authority is also legally required to ensure financial information is held and available for inspection for six years.

Service / Operational Implications

- 3.5.1 The backup device provides a service to all departments of the Council by securing information against accidental loss. Should data be lost, by accidental deletion, fire, flood or any other unforeseen problem, services to our customers would be seriously affected.
- 3.5.2 Operationally, departments will not be able to store additional emails, word documents, spreadsheets or customer records in databases, if the current storage capacity is not increased within the next three months.

Customer / Equalities and Diversity Implications

- 3.7 None.

4. RISK MANAGEMENT

- 4.1 The current backup facility has been used on many occasions to restore information that has been lost. Data may be lost by someone accidentally deleting it or technical failure of the storage medium. There is a high risk to the services of the Council if the data restore capability is not replaced. If the device is not replaced departments will not be able to store additional emails, word documents, spreadsheets or customer records in databases.

5. APPENDICES

None.

6. BACKGROUND PAPERS

None.

7. KEY

AUTHOR OF REPORT

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SAFEGUARDING CHILDREN AND VULNERABLE ADULTS POLICY

Relevant Portfolio Holder	Councillor Sherrey, Portfolio Holder for Community Services, Older People, the Young and Vulnerable People
Portfolio Holder Consulted	Yes
Relevant Head of Service	Head of Community Services
Wards Affected	All Wards
Ward Councillor Consulted	N/A
Key Decision	

1. SUMMARY OF PROPOSALS

To approve the adoption of the Safeguarding Children, Young People and Vulnerable Adults Policy and Procedure attached as Appendix 1.

2. RECOMMENDATION

that the Safeguarding Children, Young People and Vulnerable Adults Policy and Procedure attached at Appendix 1 be approved.

3. KEY ISSUES

Financial Implications

- 3.1 The Policy recommends that in accordance with national guidance Criminal Record Bureau (CRB) checks are renewed every 3 years. A CRB check currently costs £44 and the Council currently has approximately 150 employees with CRB checks. This equates to £2200 per annum (based on an even split over 3 years). The budget for CRB's is contained within each Head of Service budgets.

Legal Implications

- 3.2 District Councils have a duty under Section 1 of the Children Act 2004 to ensure that their functions are discharged with regard to the need to safeguard and promote the welfare of children. Section 11 of this Act sets out specific duties and the key features are:
- a) senior management commitment to the importance of safeguarding and promoting children's welfare;
 - b) a clear statement of the agency's responsibilities towards children available for all staff;
 - c) a clear line of accountability within the organisation for work on

safeguarding and promoting the welfare of children;

- d) service development that takes account of the need to safeguard and promote welfare and is informed, where appropriate, by the views of children and families;
- e) staff training on safeguarding and promoting the welfare of children for all staff working with or (depending on the agency's primary functions) in contact with children and families;
- f) safe recruitment procedures in place;
- g) effective inter-agency working to safeguard and promote the welfare of children; and;
- h) effective information sharing.

3.3 Working Together to Safeguard Children 2006 Statutory Guidance comments specifically on the following, which have overlap with the duties and work of district councils:

- a) Housing authorities and registered social landlords (RSLs) – both generally in their roles as assessors of need and contact with families, but specifically in the provision of accommodation for vulnerable 16 and 17 year olds. Supporting People arrangements should reflect identification of particular vulnerabilities, including the protection of the public and specifically children by considering the safe and controlled accommodation of sex offenders;
- b) Sport, culture and leisure services – staff, volunteers and contractors who provide services have a varying degree of direct contact with children and their families and arrangements and codes of practice need to be in place to govern the provider and ensure that matters of concern are noticed and reported;
- c) Community Safety Partnerships – domestic abuse, risk from sex offenders, bullying, adolescent vulnerability, and anti-social behaviour all have a vulnerability and safeguarding component where risks of children are both direct and secondary. Local Safeguarding Children Boards are asked to monitor the numbers of child and young people who are victims of crime as well as ensuring that young offenders' vulnerabilities are properly considered.

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- 3.4 In respect of Vulnerable Adults, Local authorities also have the responsibility to work with partners to ensure that vulnerable adults, who are at risk of abuse, receive protection and support.
- 3.5 The Legal Services Manager has been consulted with regard to the legal implications.

Service/Operational Implications

- 3.6 Bromsgrove currently has a corporate Child Protection Policy that was approved on 2nd December 2009.

It is proposed that a new updated corporate Policy and Procedure be adopted as detailed in Appendix 1.

- 3.7 The Policy covers the safeguarding of both children and young people and vulnerable adults. This is in line with recent recommendations by the Worcestershire Safeguarding Board.
- 3.8 In the past cultural or leisure services within District Council's have been given responsibility for leading on the safeguarding agenda. However, there is a corporate responsibility for the Council and its partner's functions to ensure that children and young people grow up in a safe environment and vulnerable adults are safeguarded. This role also extends to the funding and grant giving work with the voluntary & community sector, our community leadership, our housing function and community safety responsibilities. Therefore it is proposed that the corporate lead will be the responsibility of the Head of Community Services.
- 3.9 The Policy includes the need for a Senior Manager, with 2 deputies, to be appointed as Safeguarding Advisors. The role of the Safeguarding Advisor is to provide advice and guidance to other Council Officers in adhering to the Policy and procedures, together with ensuring the Council regularly reviews its duties in respect of safeguarding. In the absence of the Head of Community Services, the two deputies will be the Head of Leisure and Cultural Services and Head of Housing.
- 3.10 In line with national good practice guidance the Policy requires the renewal of CRB checks every 3 years. The Government announced in July that they are currently reviewing the CRB vetting and barring scheme. The Policy will be updated to reflect any changes.

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- 3.11 An Officers working group has been established to regularly review the policy and council procedures to ensure satisfactory compliance. The initial tasks of the Working Group being to review the CRB procedures as new Government guidance is received; to establish a training programme for Officers and Members; to undertake an audit of the Council's duties in respect of Section 11 of the Children's Act 2004; and to ensure that all Council contracts and grant funding include a clause to ensure that appropriate safeguarding standards are met by third parties.

Customer / Equalities and Diversity Implications

- 3.12 The policy will assist in ensuring that all customers, in particular vulnerable residents, are adequately safeguarded and their welfare promoted.

4. RISK MANAGEMENT

If the proposed policy is not accepted, the Council will potentially be at risk of not administering its legislative duties as set out in Section 3.2.

5. APPENDICES

Appendix 1 - Safeguarding Policy and Procedure

6. BACKGROUND PAPERS

Children Act 2004.
Working Together to Safeguard Children 2006 Statutory Guidance.

7. AUTHOR OF REPORT

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**Safeguarding Policy and Procedure
(Children, Young People and Vulnerable Adults)**

Bromsgrove District Council

October 2011

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1.0 Introduction

Redditch Borough Council and Bromsgrove District Council are fully committed to safeguarding the welfare of all children, young people and vulnerable adults by taking all reasonable steps to protect them from physical, emotional and sexual abuse and neglect. This policy and procedure is an overarching document under which individual, service specific procedures may sit.

This policy and procedure will place clear guidelines for safeguarding children, young people and vulnerable adults and promoting their welfare as well as protection employees and other adults in a position of responsibility from potential allegations of abuse. In this context, the term 'employee' is used to include all council employees, full or part time, volunteers and anyone working on a paid or unpaid basis on behalf of the Council's.

This policy has been cross-referenced to other policies and procedures of the Council's which promote the safety and welfare of those for whom this policy is to protect: Disciplinary and Grievance, Dignity at Work, Code of Conduct, Comments and Complaints, Whistle Blowing, Diversity, Equal Opportunities, Recruitment, Health and Safety.

Redditch Borough Council and Bromsgrove District Council support Worcestershire Safeguarding Children Board (WSCB) Inter-Agency Children Protection procedures for safeguarding children and Worcestershire County Council's Adult Protection Policy and Procedures.

For ease of reading this policy, Redditch Borough Council and Bromsgrove District Council will be referred to as '*the Council's*', and

Children, young people and vulnerable adults will be referred to as '*children and vulnerable adults*'.

SIGNATURE

.....

Portfolio Holder
Bromsgrove District Council

SIGNATURE

.....

Portfolio Holder
Redditch Borough Council

1.0 POLICY STATEMENT

1.1 Introduction

It is the policy of Redditch Borough Council and Bromsgrove District Council (to be known as 'The Council's') that all children, young people and vulnerable adults have a right to protection and for their welfare to be paramount. The following child protection procedures will be formally adopted and made known to all employees.

By the nature of the organisation, it is inevitable that various degrees of contact with children/vulnerable adults will occur and it is therefore our policy to have in place clear guidelines for safeguarding children/vulnerable adults and promoting their welfare as well as protecting our employees and other adults in a position of responsibility from potential allegations of abuse. The term 'employees' is used to include all council employees, full or part time, volunteers and anyone working on a paid or unpaid basis on behalf of The Council's.

We expect agencies and organisations and other stakeholders, with a remit for working with children and vulnerable adults, that we work with or who hire our facilities, to adhere to our procedures as a minimum standard or operate their own effective safeguarding children and vulnerable adult policy.

This policy relates to children and young people under the age of 18 and to vulnerable people over the age of 18. The policy and procedures apply to all children, young people and vulnerable adults regardless of gender ethnicity, disability, sexual orientation or religion.

This policy has been cross-referenced to other policies and procedures of the Council's, which promote the safety and welfare: Equality and Diversity Policy (see 1.4), Health and Safety Regulations, Disciplinary and Grievance Policies, Equal Opportunities Policy, Harassment Procedures, Recruitment Policy, Confidential Reporting Policy. This policy also links to policies of external organisations (see 6.0 Links to other Policies).

This policy has been produced in line with the Standards for Safeguarding & Protecting Children in Sport (Child Protection in Sport Unit 2003) and 'Working Together to Safeguard Children' 2006.

Legislation most relevant to safeguarding and promotion of the welfare of children and vulnerable adults

Children Act 2004, Section 11, Statutory Guidance

Requires a range of organisations (including District Councils) to make arrangements for ensuring that their functions, and services provided, are discharged with regard to the need to safeguard and promote the welfare of children. Organisations must take all reasonable measures to ensure that the risks of harm to children's welfare are minimised; and where there are concerns about children and young people's welfare, all agencies take all appropriate actions to address those concerns, working to agreed local policies.

Working Together to Safeguard Children 2006, Statutory Guidance

Chapter 2, 2.8 lists responsibilities of organisations working with children, which mirror Section 11 and thus reinforces the guidance as detailed above.

1.2 Responsibilities

The Council's will:

- Commit elected Member support for the safeguarding of children and vulnerable adults. This will be the relevant portfolio holder for each Council.
- Accept the responsibility to implement procedures to provide a duty of care for Children/vulnerable adults, safeguard their well-being and protect them from abuse
- Respect and promote the rights, wishes and feelings of children/vulnerable adults
- Recruit, train and supervise its employees to adopt best practice to safeguard and protect young people from abuse and to reduce the likelihood of allegations made against them
- Require employees and Members to adopt and abide by the Council's Code of Conduct, Code of Behaviour for Employees, and the Council's Safeguarding Policy and Procedures
- Make people feel confident in reporting any safeguarding issues
- Respond to any allegations appropriately and implement the appropriate disciplinary and appeals procedures
- Be committed to working together with other local authorities, Police, National Governing Bodies, Children's and Adults Services, and the Worcestershire Safeguarding Children Board (WSCB) in accordance with their procedures

1.3 Principles

The guidance given in the procedures is based on the following principles:

- The welfare of child/vulnerable adult is the primary concern
- All children/vulnerable adults, whatever their age, gender, racial origin, religious belief, disability and sexual identity have the right to protection from abuse
- It is everyone's responsibility to report concerns but it is the responsibility of Children's Services/Vulnerable Adult Board and/or Police to determine whether or not abuse has taken place
- All incidents or allegations of suspicious poor practice or abuse will be taken seriously and responded to appropriately
- Confidentiality will be upheld at all times and in line with the Data Protection Act
- There is a consistent understanding of acceptable behaviour of children towards other young people within any organised activity, service or programme. (Appendix E: Code of Conduct for Young People)
- Discrimination, prejudice and oppressive behaviour or language is unacceptable within all activities, programmes or services

1.4 Equality & Diversity Statement

The Council's recognise and celebrates the diverse nature of the people who live, work in and visit the Towns and who work for the Council's and their partners / contractors.

1. The Council's are guided by their core value that people will be treated fairly and according to their needs
2. The Council's support and promotes equality of opportunity in employment and service delivery
3. The Council's oppose all forms of unlawful or unfair discrimination on the grounds of age, disability, gender, race, religion or belief or sexual orientation
4. The Council's accept that they have a unique and influential position in the community as a major employer and quality service provider. They also accept that they have a moral obligation to bring about positive

change through their extensive contact with the community and their grant-aiding powers for community organisations

2.0 RECOGNITION OF POOR PRACTICE, ABUSE AND BULLYING

2.1 Introduction

It is not always easy to recognise a situation where abuse may occur or has already taken place. Council employees have a responsibility to act if they have any concerns about the behaviour of an individual towards a child or vulnerable adult. The Council encourages and expects employees to discuss any concern they may have about the welfare of a child/vulnerable adult immediately with their line manager or other designated officer within their services own local policy. The line manager or other designated officer will in turn discuss the matter with the Council's Safeguarding Advisor (see – Essential Contacts, page 27) when appropriate.

2.2 Poor Practice

Poor practice includes any behaviour that contravenes the Council's Code of Behaviour for Employees (Appendix D) and the Council's Code of Conduct.

2.3 Abuse and Neglect

Abuse and neglect are forms of maltreatment of a child/vulnerable adult. Somebody may abuse or neglect a child/vulnerable adult by inflicting harm, or by failing to act to prevent harm. Children and vulnerable adults may be abused in a family or in an institutional or community setting, by those known to them or, more rarely, by a stranger. They may be abused by an adult or adults, or another child or children.

2.3.1 Physical Abuse

Physical abuse may involve hitting, shaking, throwing, poisoning, burning or scalding, drowning, suffocating, or otherwise causing physical harm to a child or vulnerable adult. Physical harm may also be caused when a parent or carer feigns the symptoms of, or deliberately causes ill health to a child/vulnerable adult whom they are looking after.

Within a sports context an example might be hitting as punishment or training beyond a child's developed ability.

2.3.2 Neglect

Neglect is the persistent failure to meet a child/vulnerable adult's basic physical and/or psychological needs, likely to result in the serious impairment

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of the child's/vulnerable adult's health or development. Neglect may occur during pregnancy as a result of maternal substance abuse. Once a child is born, neglect may involve a parent or carer failing to:

- provide adequate food, clothing and shelter (including exclusion from home or abandonment);
- protect a child from physical and emotional harm or danger;
- ensure adequate supervision (including the use of inadequate care-givers);
- ensure access to appropriate medical care or treatment.

It may also include neglect of, or unresponsiveness to, a child/vulnerable adult's basic emotional needs.

2.3.3 Emotional Abuse

Emotional abuse is the persistent emotional maltreatment of a child/vulnerable adult such as to cause severe and persistent adverse effects on the child's/vulnerable adult's emotional development. It may involve conveying to children/vulnerable adults that they are worthless or unloved, inadequate, or valued only insofar as they meet the needs of another person. It may feature age or developmentally inappropriate expectations being imposed on the child/vulnerable adult. These may include interactions that are beyond the child's/vulnerable adult's developmental capability, as well as overprotection and limitation of exploration and learning, or preventing the child/vulnerable adult participating in normal social interaction. It may involve seeing or hearing the ill-treatment of another. It may involve serious bullying, causing children/vulnerable adults frequently to feel frightened or in danger, or the exploitation or corruption of children/vulnerable adults. Some level of emotional abuse is involved in all types of maltreatment of a child/vulnerable adult, though it may occur alone.

Within an arts context an example might include constant criticism of the child/vulnerable adult and undermining their efforts or subjecting them to unrealistic pressure to consistently perform to high expectations.

2.3.4 Sexual Abuse

Sexual abuse involves forcing or enticing a child/vulnerable adult to take part in sexual activities, including prostitution, whether or not the child/vulnerable adult is aware of what is happening. The activities may involve physical contact, including penetrative (e.g. rape, buggery or oral sex) or non-penetrative acts. They may include non-contact activities, such as involving children/vulnerable adults in looking at, or in the production of, sexual online images, watching sexual activities, or encouraging children to behave in sexually inappropriate ways.

In swimming and related activities, which might involve contact with children/vulnerable adults, situations where sexual abuse might go unnoticed could be created.

2.3.5 People with a disability

Children/vulnerable adults with a disability are particularly vulnerable to abuse for several different reasons more often than not depending on their impairment. Dependency on others may make a child/vulnerable adult feel powerless to report abusive treatment. Different communication methods or an individual's lack of vocabulary might also prove to be a barrier for a child/vulnerable adult wanting to communicate their concerns.

2.3.6 Race and Racism

Children/vulnerable adults from black and minority ethnic groups (and their parents/carers) may have experienced harassment, racial discrimination and institutional racism. Although racism can cause significant harm, it is not, in itself, a category of abuse. The experience of racism is likely to affect the responses of the child/vulnerable adult and family to assessment and enquiry processes. Failure to consider the effects of racism undermines efforts to protect children/vulnerable adults from other forms of significant harm. The effects of racism differ for different communities and individuals, and should not be assumed to be uniform. Attention should be given to the specific needs of those of mixed parentage and refugees. In particular, the need for neutral, high-quality, gender-appropriate translation or interpretation services should be taken into account when working with people whose preferred language is not English. All organisations working with children and vulnerable adults, including those operating in areas where black and minority ethnic communities are numerically small, should address institutional racism, defined in the Macpherson Inquiry Report (2000) on Stephen Lawrence as 'the collective failure by an organisation to provide an appropriate and professional service to people on account of their race, culture and/or religion'.

2.3.7 Identifying Signs of Possible Abuse

There are certain signs of abuse, both in a child/vulnerable adult's appearance and behaviour, which may alert an individual to the possibility that abuse, is occurring. Some of these signs are common to all types of abuse; others are more specific.

Knowing the signs to be aware of is essential for recognising a real or potential problem. However, the presence of any one sign in itself may not necessarily mean abuse is occurring, and conversely, a child/vulnerable adult who is being abused may show none of the obvious signs. Such factors

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make the issue of abuse more complex, but all concerns and suspicions should be reported and acted upon accordingly. The following are indications that a child/vulnerable adult may be being abused:

- Unexplained bruising or suspicious injuries
- An injury for which the explanation seems inconsistent
- The child/vulnerable adult describes what appears to be an abusive act involving him/her
- Unexplained changes in behaviour (becoming very quiet, withdrawn, outbursts of temper)
- Inappropriate sexual awareness or engaging in sexually explicit behaviour
- Distrust of adults, particularly those with whom a close relationship would normally be expected
- A child/vulnerable adult has difficulty in making friends
- Changes in appearance such as weight loss

Remember that at all times the welfare of the child/vulnerable adult is paramount. If a child/vulnerable adult's behaviour or your observations give rise to concern then talk to them sensitively to find out if there is anything wrong, giving consideration to the procedure detailed in 4.2.2, or discuss your concerns with your line manager or other designated officer. It may be appropriate to raise your initial concerns with parents/carers (see 4.3.2).

2.4 Bullying

Bullying may be defined as deliberately hurtful behaviour, usually repeated over a period of time, where it is difficult for those bullied to defend themselves. It can take many forms, but the three main types are:

- physical (e.g. hitting, kicking, theft)
- verbal (e.g. racist or homophobic remarks, threats, name-calling)
- emotional (e.g. isolating an individual from the activities and social acceptance of their peer group).

The damage inflicted by bullying can frequently be underestimated. It can cause considerable distress to children/vulnerable adults, to the extent that it affects their health and development, or, at the extreme, causes them significant harm (including self-harm).

Bullying in sport: refers to HWSP CP Policy available from The Council's Sports Development Officer.

2.4.1 Action the Council's will take:

Whatever its form, bullying is unacceptable within The Council's and it will always be challenged and addressed appropriately. There is an expectation on the ground that 'low level' incidents will be dealt with by employees. However, incidents that are serious e.g. causing marks and injuries or bullying (regardless of seriousness) that persists despite efforts to deal with it should be referred (see 4.6). If in doubt employees should contact their line manager.

3.0 SAFE RECRUITMENT AND SELECTION PRACTICES

3.1 Recruitment, training and disclosure checks of employees who will have direct or indirect contact with children/vulnerable adults

An enhanced CRB can only be requested if the post requires the employee to undertake Regulated Activity, defined as "Involves contact with children (under 18) or vulnerable adults (adults receiving treatment/healthcare, living in sheltered housing or residential accommodation, receiving domiciliary care in their own home etc. NB – being 'elderly' does not mean you are classed as vulnerable) and is: **of a specified nature**, e.g. teaching, training, care, supervision, advice, treatment, transport etc; **OR in a specified place**, e.g. schools, children's homes & hospitals, juvenile detention facilities, adult care homes etc **AND** is carried out either **frequently** - once a week or more. This covers regular repetitive activity; **intensively** - four or more days in a 30 day period **overnight** - between 2 – 6am"

These posts would require an Enhanced CRB check to be completed

The majority of The Council's posts will not be required by law to have a CRB check. However, each post needs to be adequately risk assessed by the Head of Service to ensure that the person doing this work does not pose a risk to children or vulnerable adults. This will allow measures to be identified and put in place therefore mitigating the risks. For example, it may be decided a CRB check **is** necessary.

Heads of Service are responsible for checking that managers have undertaken procedures to ensure enhanced CRB forms are completed as appropriate by employees within their respective service areas, in accordance with the policy above.

If an employee feels that they are being asked to complete a CRB check without reasonable justification the employee should make a formal request to

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the Head of Resources for the decision to be reviewed.

The Council's recognise that anyone may have the potential to abuse children/ vulnerable adults in some way and that all necessary steps are taken to ensure unsuitable people are prevented from working with them.

3.1.1 Pre-selection checks must include the following:

- All potential candidates will have to fill in the Council's Application Form;
- All applicants working with children/vulnerable adults and meeting the Regulated Activity definition will be subject to an Enhanced Criminal Record Bureau (CRB) check prior to any work being offered in a paid or voluntary capacity;
- A minimum of two written references will be taken up and may be confirmed by telephone;
- Employees who are required to have an Enhanced CRB will have a check every 3 years.

3.1.2 Interview and Induction:

All employees will be required to undergo an interview under the guidelines of The Council's Recruitment and Selection Policy. All employees will receive an informal induction upon commencement of employment.

During the *recruitment process* the Manager will:

- Check that the application form has been completed in full (including CRB form);
- Substantiate the qualifications.

During the *induction process* the Manager will ensure:

- The job requirements and responsibilities are clarified;
- The Council's Code of Conduct, Code of Behaviour for Employees, and the Council's Safeguarding Children and Vulnerable Adults Policy are signed up to;
- The safeguarding children and vulnerable adults' procedures are explained and training needs identified.

Portability:

CRB checks are not portable. If a prospective employee comes to The Council's requiring a disclosure check a new CRB will be processed.

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3.1.3 Training:

In addition to pre-selection checks, the safeguarding process includes training after recruitment to help employees to:

- Analyse their own practice against established good practice, and ensure their practice reduces the likelihood of allegations against them;
- Recognise their responsibilities and report any concerns about suspected poor practice or possible abuse;
- Respond appropriately to concerns expressed by a child/vulnerable adult;
- Work safely, effectively with children/vulnerable adults;

The Council's require:

- It is mandatory for employees working with children, young people and/or vulnerable adults attend recognised children/vulnerable adult protection awareness training as soon as this can be arranged following their appointment. This will include seasonal workers;
- Employees will have to update their children/vulnerable adults Protection training every 2 years;
- Training levels are appropriate to the employees contact with children/vulnerable adults and their responsibilities for the welfare within The Council's;
- Relevant portfolio holders and CMT will be required to attend awareness briefing sessions for children/vulnerable adult protection;
- Designated Safeguarding Advisor will receive specific training to support their more enhanced role.

3.2 Code of Behaviour for Employees working with Young People and / or Vulnerable Adults

In order to ensure adherence and understanding, all individuals working for or on behalf of The Council's will apply The Council's Code of Behaviour for Employees (Appendix D) and The Council's Code of Conduct as they relate to their particular role with children/vulnerable adults.

Children and young people and vulnerable adults taking part in The Council's activities will be expected to treat each other with mutual respect and dignity. The Council's employees will ensure that acceptable standards of behaviour are communicated to participants and adhered to e.g. Code of Conduct for Young People (Appendix E).

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3.3 The Council's Guidance and Procedures relating to activities and services

In the course of preventing abuse to children and vulnerable adults, The Council's have established guidance and procedures related to activities and services.

3.3.1 Use of photography, video recording, image recording and mobile phone cameras

There is national evidence that some people have used events as an opportunity to take inappropriate photographs or film footage of children.

When using professional photographers or inviting the press to a The Council's activity, The Council's will:-

- Provide a clear brief about what is considered appropriate in terms of content and behaviour.
- The photographer must wear identification at all times during the event.
- Not allow unsupervised access to young people or one to one photo sessions at events.
- Young people and their parents will be informed to report any concerns to the event organiser.
- Concerns raised over inappropriate or intrusive photography will be reported to the event organiser who will discuss the matter with their line manager and refer it to the police if needed
- See The Council's Operating Procedures – Photographic Permission document.

3.3.2 Organised photographic opportunities

- The majority of promotional and press releases are organised through the Communications Team. These are generally agreed by both parties in advance. We undertake not to use the young person's image(s) unless we have written consent for both the taking and publication of films or photographs from the parent, carer or Head Teacher in the case of schools.
- When a media photographer arrives at our venue he/she will be required to have formal ID and have it to hand at all times. If there is any doubt about the ID the Communications Manager (or Communications Officer) should be contacted.
- The image rights will be negotiated between the Communications

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Manager (or Communications Officer) and the photographer

- The Council's will ensure that the young person's name(s) are not mentioned in their publications if requested by the parents/guardians or schools in line with their Child Protection Policy.
- Written consent (on The Council's Consent form) on behalf of an under 18 year old must be obtained on The Council's organised photographic opportunities.

3.3.3 Unofficial photographic and filming opportunities taken by parent/carers and others

A) Parks and Open Spaces and Nature Reserves

It is not practical to control unofficial filming and photography in parks and open spaces and nature reserves that are owned by The Council's.

If concerns are raised during:

- An event organised by The Council's or outside bodies
- Normal operating hours

They should be reported to the event organiser or directly to the Police. As the incident is in the public domain, this should be reported as a police matter and The Council's have no direct responsibility to act, other than contacting the police to respond.

B) Civic Halls, Community Centres and Museum

These facilities are managed by The Council's and may be visited by members of the public or hired for private functions/events.

All hirers will be made aware of The Council's Safeguarding Children, Young People and Vulnerable Adults Policy. It is the responsibility of the hirer to communicate their own policies and arrangements to parents/carers, although these should not contravene the policy of The Council's.

All events organised by The Council's at these facilities will be covered by the Council's policy under 3.3.1/3.3.2.

3.3.4 Letting procedure

The Council's facilities will be managed in line with the Safeguarding Children, Young People and Vulnerable Adults Policy. Minimum standards in relation to safeguarding are incorporated as part of the normal operating procedures for each facility.

3.3.5 Internet

Children and young people on work experience or others participating in one of our clubs may need supervised access to the internet. The Council's access to inappropriate web sites and chat rooms is prevented by specialist blocking software. There are systems in place for monitoring usage of the internet and all employees have log in passwords, which can easily be traced. Any employees discovered to have accessed or placed *sexually abusive images of children and young people or vulnerable adults* on the Internet will be subject to the Internet Security Policy and The Council's Disciplinary procedures.

3.3.6 Voluntary organisations and service providers working with young people

All 'employees' working for voluntary organisations or outside bodies commissioned to provide services will be required to sign to declare they will abide by the Council's Code of Behaviour for Employees (Appendix D). Further guidance and procedures relating to activities and services can be found in Appendix F.

- Work Experience and Extended Work Experience
- Trips, Tours and Holiday Clubs
- Residentials
- Transporting young people
- Lost/Found young people
- Procedure for dealing with lost young people
- Procedure for dealing with found young people
- Procedure for dealing with young people who decide to leave the activity
- Restraining young people
- Our policy on working in schools
- Guidance for employees to do home and site visits
- Our policy on working with Agency employees

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4.0 PROCEDURES FOR MANAGING ALLEGATIONS AGAINST PEOPLE WHO WORK WITH CHILDREN/VULNERABLE ADULTS

RESPONDING TO DISCLOSURES, SUSPICIONS AND ALLEGATIONS

4.1 Introduction

The procedures should be used in respect of all cases in which it is alleged that a person who works with children/vulnerable adults has:

- behaved in a way that has harmed, or may have harmed, a child/vulnerable adult;
- possibly committed a criminal offence against, or related to, a child/vulnerable adult; or
- behaved towards a child or children/vulnerable adult in a way that indicates s/he is unsuitable to work with children/vulnerable adults.

There may be up to three strands in the consideration of an allegation:

- a police investigation of a possible criminal offence;
- enquiries and assessment by children's social care/vulnerable adults service about whether a child or vulnerable adult is in need of protection or in need of services;
- consideration by The Council's of disciplinary action in respect of the individual.

4.2 Responding to Disclosures

4.2.1 Actions to Take:

The individual receiving information concerning a disclosure should:

- React calmly so as not to frighten the child/vulnerable adult;
- Tell the child/vulnerable adult he/she is not to blame and that it was right to tell;
- Take what the person says seriously;
- Keep questions to an absolute minimum to ensure a clear and accurate understanding of what has been said;
- It is likely that the person will be frightened and unsure of what will happen. Be open and honest in explaining to the person what will happen next;

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- Do not make promises to keep the information a secret. The children/ vulnerable adults must be told that the information will be passed on. Explain to them that concerns will have to be shared with someone who is in a position to act;
- Complete an Incident Report Form (Appendix B), the exact questions asked and the answers given – using the same vocabulary as the children/ vulnerable adults;
- The recording should be completed as soon as possible and on the same working day. It should be signed and dated;
- Do not take sole responsibility: Contact your line manager or other designated officer, stating that you wish to discuss a possible child/ vulnerable adult abuse incident and pass on the Incident Report Form. They will contact/consult with the Council's Safeguarding Advisor when necessary. This way you can begin to protect the child/vulnerable adult by referring concerns to the appropriate agencies and so that you can get some support for yourself in what could be a difficult situation. (Appendix A – A Guide to Procedures).

Not all children/vulnerable adults are able to express themselves verbally. In this instance where there are concerns an Incident Report Form (Appendix B) should be completed and the same procedures for making a referral followed.

4.2.2 Actions to be avoided:

The individual receiving the disclosure should not:

- Panic
- Dismiss the concern
- Probe for more information than is offered
- Speculate or make assumptions
- Make negative comments about the alleged abuser
- Approach the alleged abuser
- Make promises or agree to keep secrets

4.3 Responding to suspicions, indications, allegations of abuse

It is not the responsibility of those working for The Council's to take responsibility or to decide whether or not child abuse is taking place. However, there is a responsibility to report concerns in order that appropriate agencies can make enquiries and take any necessary action to protect the young person. The Local Authority Designated Officer (LADO) should be informed of all allegations.

4.3.1 Children's Services

Under The Children Act 1989 Social Services (now under Children's Services) have a legal responsibility to investigate any allegation of child abuse, and to

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work with the Worcestershire Safeguarding Children Board, (WSCB), to ensure the welfare of children. Enquiries may be carried out jointly with the police. If action needs to be taken urgently and out of office hours, then the Police or the Children's Services Emergency Duty Team will deal with the enquiry. The LADO should be informed of all allegations.

4.3.2 Sharing Concerns with Parents

The Council's are committed to working in partnership with parents and carers where there are concerns about their child. In most situations any initial concerns about a child will be shared with parents and carers, as there may be a reasonable explanation that clarifies initial concerns. For example, if a young person seems withdrawn, there may be a reasonable explanation. He/she may have experienced an upset in the family, such as a parental separation, divorce or bereavement.

4.3.3 When it is Not Appropriate to Share Concerns with Parents

Circumstances may arise, where sharing concerns with parents may put a young person at greater risk, (e.g. where a parent or carer may be responsible for abuse or not able to respond to the situation appropriately). In these situations or where concerns still exist, any suspicion, allegation or incident of abuse will be reported to The Council's Safeguarding Advisor as soon as possible and recorded appropriately.

Advice and guidance should be sought from the LADO with respect to consulting with parents.

4.3.4 Designated Officer

The Council's have identified designated Safeguarding Advisor(s) at a senior manager level in Community Services to handle child protection and vulnerable adult issues (see – Essential Contacts) in liaison with Human Resources and Legal Services.

The Council's Safeguarding Advisors (SA) have undertaken an Enhanced Disclosure and will receive appropriate training and information.

The Safeguarding Advisors will be responsible for informing Children's Services of any alleged incident of child abuse without delay and will be required to follow this up in writing within 24 hrs of the report (see Appendix C – The Council's Safeguarding Advisor Roles and Responsibilities). In the event that the first named Safeguarding Advisor is unavailable, the person with the concerns will contact the other designated officer(s). In the event that neither officer can be contacted then Children's Services should be contacted directly. All incidents reported directly to Children's Services must also be reported to The Council's Safeguarding Advisor at the earliest opportunity.

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(see - Essential Contacts)

4.3.5 Expert Advice

If you are not sure what to do, contact the Council's Safeguarding Advisor. You can also obtain advice by telephoning the local Children's Services department or via the Access Centre or call the NSPCC 24-hour free phone Helpline. The Police also have specially trained child protection teams who will give guidance and support. (see – Essential Contacts). Please note that Children's Services are happy to discuss any concerns you may have about child protection and will be able to advise on whether it is necessary to make an official referral.

4.3.6 Records and Information

Information that is passed to Children's Services or the Police must be as helpful as possible. It is therefore essential that a detailed record be made at the time of the disclosure/concern using the Incident Report form (Appendix B).

All alleged incidents of child abuse are to be reported to the Police or Children's Services without delay. Referrals made by telephone to Children's Services or the Police are to be confirmed in writing within 24 hours. A record will be kept of the name and position of the Officer to whom the concerns were passed, of advice given, together with the date and time of the call and agreed actions including feedback to the Council's Safeguarding Advisor.

4.4 Allegations against the Council's Employees

Child abuse can and does occur outside the family setting. It is crucial that those involved in delivering an activity or providing a service are aware of the possibility and that all allegations are taken seriously and appropriate action taken. It is important that any concerns for the welfare of the child, arising from abuse or harassment by an employee should be reported immediately to the SA (Appendix A– A Guide to Procedures).

4.4.1 Seek Advice

Occasions may arise where the Council's Safeguarding Advisor is informed of situations where there is uncertainty about whether the allegation made constitutes abuse and is therefore unclear about what action to take. Allegations made may be about poor practice but those responsible should always seek advice if there is any doubt as the incident may be one of a series of incidents which together cause concern.

4.4.2 Confidentiality

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If you have concerns about an adults' behaviour towards a young person it is important that you share your concerns with your line manager and/or the Council's Safeguarding Advisor. It is acknowledged that it may be difficult for an individual to report his / her concern about a colleague's practice and The Council's will support and protect anyone who (without malicious intent), reports an incident of poor practice or suspected abuse involving a Council employee. Procedures outlined in the Confidential Reporting Policy will be adhered to. The Council's will ensure that confidentiality for all concerned is maintained in all incidents of suspected child abuse. Information will be handled and disseminated on a "need to know" basis only. This includes the following people:

- Parents of the person who is alleged to have been abused.
- The person making the allegation
- Children's Services/Police
- Appropriate officers within The Council's including the Safeguarding Advisor, Human Resources and Head of Service
- The alleged abuser (and parents if the alleged abuser is a young person)
- Advice should be sought from Children's Services or Police before any approach is made to the alleged perpetrator, or the parents if the alleged perpetrator is a young person

The Council's Safeguarding Advisor will be responsible for ensuring that the information is stored in a secure place (by Human Resources) where access will be limited to certain designated people. Data Protection legislation will be upheld and strictly adhered to. All concerns will be taken seriously and managed accordingly within the policies and procedures of The Council's and for the welfare of young people.

4.4.3 If the referral relates to an incident of child/vulnerable adult abuse outside of The Council's activity or service

- Concerns should be reported to the to the Safeguarding Advisor as in section 4.3.4
- The Council's Safeguarding Advisor will notify the local Children's / Vulnerable Adult Services or the Police
- No further action will be taken under The Council's procedures
- The Council's may need to explore any support required for the young person/vulnerable adult and person making the referral

4.4.4 If the referral relates to an incident of child/vulnerable adult abuse within The Council's activity or service

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- Concerns should be reported to the line manager who will refer to the Safeguarding Advisor as in section 4.3.4
- The Council's Safeguarding Advisor will notify the local Children's / Vulnerable Adult Services or the Police
- The Council's Safeguarding Advisor will deal with any media enquiries and decide (in consultation with HR and Senior Management) on any action required to suspend the individual involved following advice from Children's/ Vulnerable Adult Services and/or the Police
- A full investigation will be conducted in line with the disciplinary procedures. (Appendix A – A Guide to Procedures)

4.4.5 Action if there are Concerns

The Council's Safeguarding Advisor will judge whether the disclosure is poor practice alone or suspected child abuse and in doing so may discuss with Children's/Vulnerable Adult Services to clarify concerns before reaching a decision.

4.4.6 Poor Practice

If the Council's Safeguarding Advisor considers the allegation to be poor practice, it will be dealt with as a misconduct issue and in line with Council's Disciplinary Procedure referred to the employees Line Manager.

4.4.7 Allegation against the Safeguarding Advisor

If the Council's Safeguarding Advisor is the subject of the suspicion or allegation, the Head of HR or Director of Leisure, Environmental and Community Services will be responsible for taking the appropriate action outlined above.

4.4.8 If an allegation is made against you

If you are the person who is the subject of an allegation, the situation will be explained to you in due course and you may be asked to stop working for The Council's whilst investigations take place. This may result in suspension whilst an investigation is carried out, ensuring all parties involved are protected.

Following the investigation, the appropriateness of you returning to work will be assessed and will be dependent on the outcome of the Council's internal investigation and all other available information (including information from the Police and Children's / Vulnerable Adult Services). The Council's will assess on a case-by-case basis the support that can be offered to an individual who has an allegation made against them.

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4.4.9 Internal Enquiries and Suspension

The Council's Safeguarding Advisor will make an immediate recommendation to the Head of Service/HR about whether to suspend an employee accused of abuse pending a Children's/Vulnerable Adult Services or Police investigation.

Irrespective of the findings of the Children's/Vulnerable Adult Services or Police enquiries, The Council's will assess all individual cases under the disciplinary procedures to decide whether an employee should be reinstated and how this can be sensitively handled with other employees.

This decision may be difficult in incidents where there is insufficient evidence to uphold any action by the Police. In this instance The Council's will make a decision based on all available information that could suggest that more likely than not the allegation is true. The welfare of young people/vulnerable adult will always remain paramount and disciplinary procedures will be drawn to a conclusion to ensure the protection of young people/vulnerable adults.

4.4.10 Support to Deal with the Aftermath

Consideration will be given to what support The Council's can offer to young people and their parents/carers and employees. Details of Helplines and support groups will be provided. (see – Essential Contacts)

Referrals to Occupational Health or counselling may be available through HR for employees.

Consideration will also be given about what support may be appropriate to the alleged perpetrator of the abuse.

4.5 Allegations of Previous Abuse

Allegations of abuse may be made some time (often years) after the event (e.g. by an adult who was abused as a young person or by an employee who is still currently working with young people). In this instance The Council's will follow the procedures as previously outlined and will report the matter to Children's/ Vulnerable Adult Services or the Police as other young people/vulnerable adults may be at risk.

Any individual who has a previous criminal conviction for offences related to abuse is automatically excluded from working with children and vulnerable adults.

4.6 Action if bullying is suspected

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Any allegations of bullying within any council activity will be taken seriously and steps taken to eliminate the actions.

4.6.1 Action to help the Victim and Prevent Bullying

In order to prevent bullying from occurring and to help victims of bullying, The Council's will:

- Encourage all children/vulnerable adults to speak and share their concerns by creating an open environment.
- Investigate all allegations and take action to ensure the victim is safe.
- Speak with the victim and the bully(s) separately.
- Reassure the victim that you can be trusted and will help them although do not promise to keep the information confidential.
- Keep a record on Employees Personal File for 15 months of what is said.
- Report any concerns to the person in charge of the particular activity where the bullying is occurring. If the person in charge feels that they cannot deal with the allegation or the abuse is severe and/or persists, the Council's Safeguarding Advisor will be informed.

4.6.2 The Council's employees have a responsibility to deal with the individual's accused of bullying by:

- Talking with the bully to explain the consequences of their behaviour.
- Seeking an apology from the bully to the victim.
- Informing the bully's parents/carers.
- Insisting on the return of "borrowed" items.
- Imposing sanctions as necessary such as suspension or even exclusion will be considered.
- Encouraging and supporting the bully to change behaviour.
- Informing the Council's Safeguarding Advisor of all incidents and actions.
- Keeping a written record on Employees Personal File for 15 months of all incidents and actions taken.
- Ensuring the presence of a second individual as a witness when dealing with the incident.
- After the incident/incidents have been investigated and dealt with, each case will be monitored to ensure repeated bullying does not take place.

5.0 REVIEW OF POLICY AND PROCEDURES

This policy and procedural document has been issued by Redditch Borough Council and Bromsgrove District Council and had Committee approval on

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04/10/11 (Redditch) and 05/10/11 (Bromsgrove). It will be subject to review in October 2012 and every 3 years thereafter or whenever there is a significant change in the organisation or relevant legislation.

It will be the responsibility of the Head of Community Services in conjunction with the Corporate Management Team to notify employees of any changes in the documentation and / or changes in relation to their roles and responsibilities.

6.0 LINKS TO OTHER POLICIES AND GUIDANCE

Code of conduct

Recruitment policy

Disciplinary and grievance policy

Complaints procedure

Equality and diversity policy

ICT Policy and procedures

Whistle Blowing policy

Health and Safety regulations

Harassment and bullying policy

Worcestershire Vulnerable Adults Policy

Independent Safeguarding Authority

Worcestershire Safeguarding Children's Board (WSCB) policies and guidance

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7.0 ESSENTIAL CONTACTS

The Council's Safeguarding Advisors

Senior SA

Head of Community Services

- 01527 881747

- 01527 64252 ext 3122

Deputy SA

Head of Leisure and Cultural Services

- 01527 881742

- 01527 64252 ext 3384

Head of Housing

- 01527 64252 ext 3304

Departmental Contacts

Human Resources Manager

- 01527 64252 ext 3385

**WSCB: Local Authority Designated Officer
(LADO) for North Worcestershire:**

John Hancock and Sue Haddon

- 01905 752800

Worcestershire Children's Services / Vulnerable Adults

(8.30 am - 5.00pm M-F)

- 0845 607 2000

(24 hour – for use outside of office hours

- 01905 768054

West Mercia Constabulary

- 0300 333 3000

- 0845 6000 303 (Minicom) or

- 01905 723888

Police Family Protection Units (Child

Protection & Domestic Violence) Kidderminster - 01562 826104

Nightstop

- 01527 66036

National Contacts

NSPCC 24 hr Child Protection Helpline

- 0808 800 5000 (Free phone)

Childline UK

- 0800 1111 (Free phone)

www.childline.org.uk

Victim support

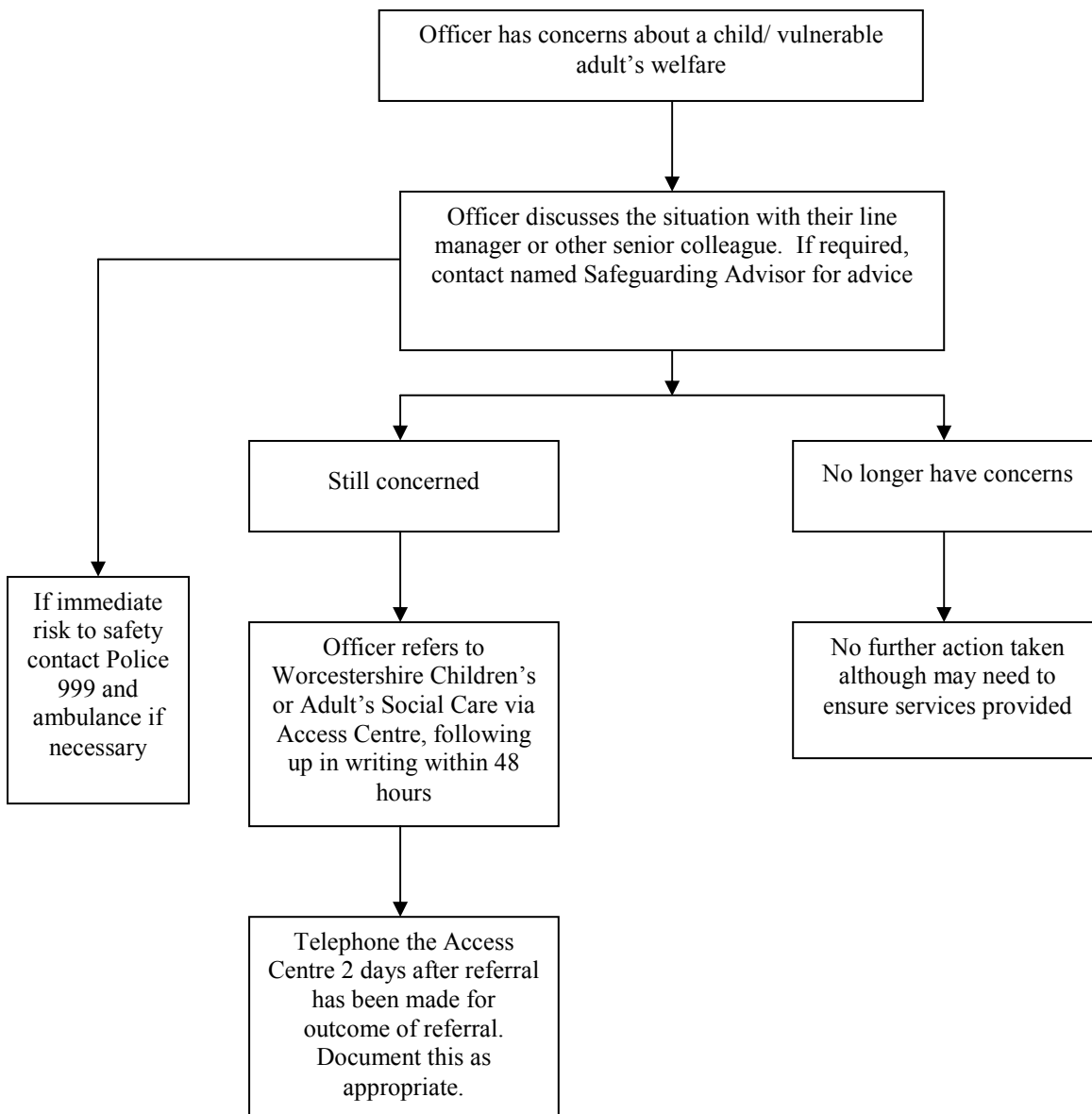
- 0845 3030 900 (Support line)

- 01527 66462 (Local)

A Guide to Procedures

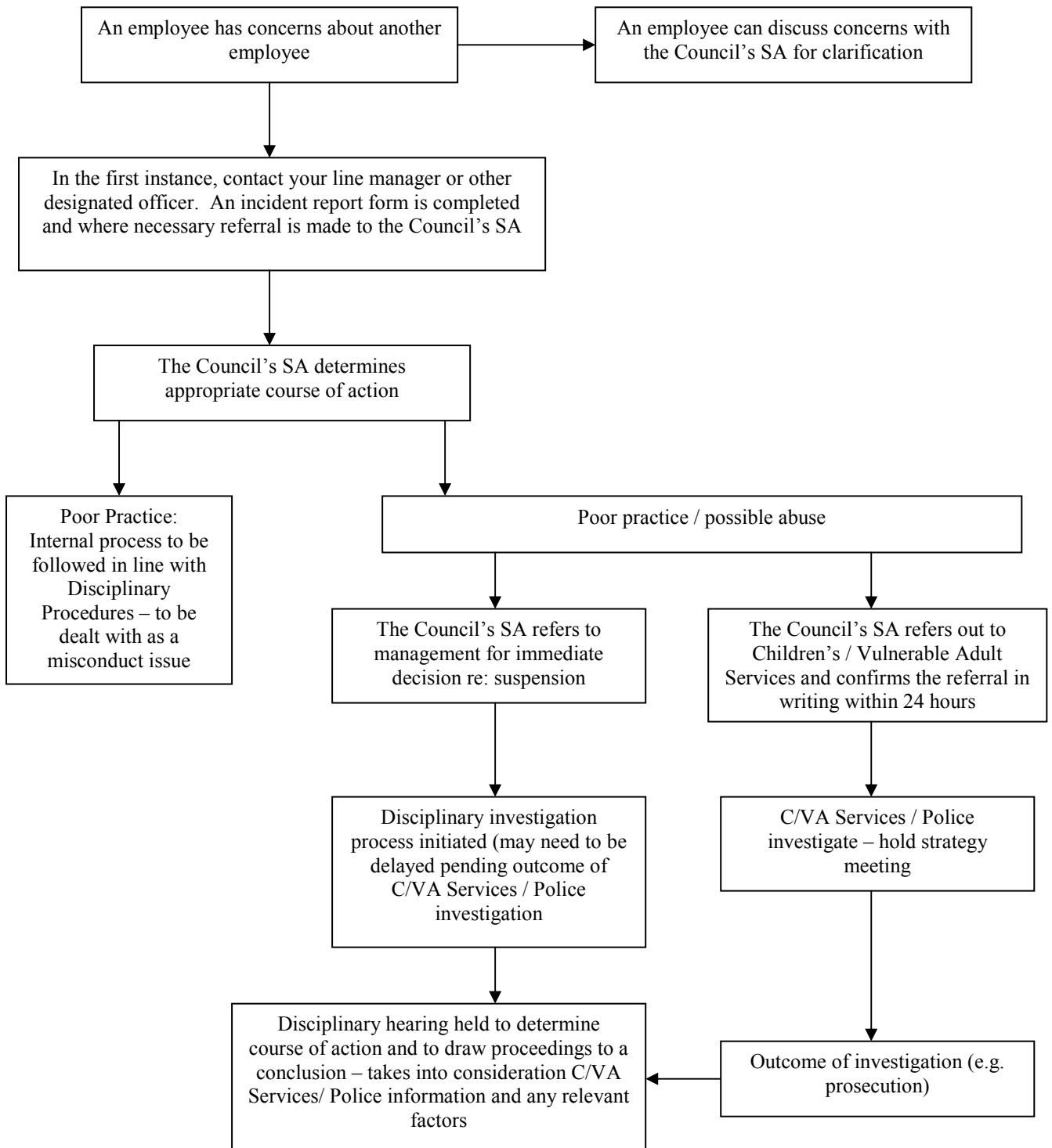
Flow Chart 1

Process following identification of concerns



Flow Chart 2

You have concerns about the behaviour of an employee towards a young person / vulnerable adult



Appendix B

The Council's Child / Vulnerable Adult Protection Incident Report Form

Reporting an incident that has been disclosed to you

Depending on the circumstances, and if the risk is very high, do not spend time filling in this form but go straight to your line manager who will contact Children/Vulnerable Adult's Services immediately

Your Name	
Your Position	Contact No:
Child's/VA Name	
Child's/VA Address	
Parents/Carers name and address Contact No.	
Child/VA's age and date of birth	
What is the child's/VA's ethnic origin	
Does the child/vulnerable adult have a disability? If yes give details.	
Date and time of disclosure	
Venue where disclosure was made	
Are you reporting your own concerns or passing on those of somebody else? Give details.	
Brief description of what has prompted concerns: include dates, times etc of any specific incidents	
Any physical signs? Behavioural signs? (NB Do not ask the child/VA to show you)	
What exactly did the child/VA say? What did you reply?	

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(NB. Do not question the child. You can reassure. Just listen. Continue on a separate sheet if necessary).

Has anyone been alleged to be the abuser? If so, give details?

Details of actions taken so far:

Details of actions you intend to take:

Name and contact details for witnesses to the incident:

Contact details to whom this information has been passed to:

Name

Position

Organisation

Date and time that the information was forwarded

Agree action, including feedback from statutory agency:

Signature:

Date:

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<p><i>This form should be placed in a sealed envelope, marked Confidential and for the attention of Head of Community Services, Senior Safeguarding Advisor, Redditch Borough and Bromsgrove District Council's, Telephone: 01527 881747 or 01527 64252 ext 3122.</i></p>

Redditch Borough and Bromsgrove District Council's will only collect and process personal information provided on this form for no other purpose than for the purpose of safeguarding children/vulnerable adults.

**Redditch Borough and Bromsgrove District Council Safeguarding
Advisor Roles and Responsibilities**

The role of the designated person is to:

- Be available to any employee or child/vulnerable adult to discuss any protection or poor practice concerns.
- Receive referrals or reports of possible child/vulnerable adult abuse or poor practice.
- Have an understanding of legislation and government guidance relevant to this role.
- Have an understanding of the roles and responsibilities of the statutory agencies within the field of child/vulnerable adult protection.
- Responsible for child/vulnerable adult protection - establish contact with the senior member of Children's Services Department / Vulnerable Adult Services within Worcestershire.
- Provide information and advice on child protection within the organisation and act as a local source of advice on child/vulnerable adult protection matters.
- Ensure that The Council's Safeguarding Children, Young People and Vulnerable Adults Policy is adhered to and support the interest of children, young people and vulnerable adults on The Council's activities and events.
- Ensure that Children's/Vulnerable Adult Services or Police are informed of relevant concerns about individual children/vulnerable adults.
- To establish contact with the Worcestershire Safeguarding Children Board (WSCB)/Worcestershire Safeguarding Adults Board (WSGA) and to be aware of local procedures.
- Manage the administration/organise the paperwork and record the information received.
- Ensure that appropriate information is available at the time of referral and that the referral is confirmed in writing following the correct procedures.
- Maintain accurate records relating to the concerns raised and/or ongoing investigations affecting The Council's.

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- Keep relevant people within the organisation informed about any action taken, along with any further action required.
- To uphold confidentiality as appropriate, in all protection matters.
- Advise the organisation of child/vulnerable adult protection training needs

Appendix D

The Council's Code of Behaviour for Employees working with Young People and Vulnerable Adults

This Code of Behaviour outlines good practice when working with young people/ vulnerable adults. An environment which allows bullying, shouting, racism, sectarianism or sexism is not acceptable.

You must:

- Treat all young people/vulnerable adults equally, and with respect and dignity.
- Provide an example of good conduct you wish others to follow.
- Ensure that whenever possible there is more than one adult present during activities with young people/vulnerable adults or at least that you are within sight or hearing of others.
- Provide a male and female employee to accompany young people/ vulnerable adults when trips are organised.
- Respect a young person/vulnerable adult's right to personal privacy. Encourage them to feel comfortable and caring enough to point out attitudes or behaviour they do not like.
- Build a balanced relationship based on mutual trust that empowers young people/vulnerable adults to share in decision-making processes.
- Give enthusiastic feedback rather than negative criticism.
- Recognise the needs of every young person/vulnerable adult as an individual.
- Secure parental/carers consent in writing to acting *loco parentis* if the need arises to give permission for the administration of emergency first aid or medical treatment.
- Have emergency contact and medical details for participants in their care.

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- Remember that someone else might misinterpret your actions, no matter how well intentioned.
- Be aware that even physical contact with a young person/vulnerable adult may be misinterpreted.
- Recognise that special caution is required when you are discussing sensitive issues with young people/vulnerable adults.
- Operate within The Council's Policies, Procedures and Guidance.
- Challenge unacceptable behaviour and language and report all allegations/suspicions of abuse.
- Ensure access to a phone or mobile.
- Give guidance and support for inexperienced employees.

You must not:

- Have inappropriate physical or verbal contact with young people/vulnerable adults.
- Allow yourself to be drawn into inappropriate attention-seeking behaviour/ make suggestive or derogatory remarks or gestures in front of young people/vulnerable adults.
- Take a young person/vulnerable adult alone on car journeys, however short.
- Give a young person/vulnerable adult your personal telephone number.
- Jump to conclusions about others without checking facts.
- Either exaggerate or trivialise child/vulnerable adult abuse issues.
- Show favouritism to any individual.
- Rely on your good name or that of The Council's to protect you.
- Believe 'it could never happen to me'.
- Take a chance when common sense, policy or practice suggests another more prudent approach.

What action will be taken if an employee breaks the Code of Behaviour?

1. If a decision needs to be made which potentially could contravene this code of a minor nature then there should be appropriate discussions with the Line Manager and risk assessments carried out.
2. If any of the above should occur you should report them immediately to the Line Manager and ensure a written record of the event is completed.

3. If the incident was deemed to be of a more serious nature then the incident would be dealt with through The Council's Disciplinary process.
4. Parents/carers should also be notified of the incident:
 - If you accidentally hurt a young person/vulnerable adult
 - If they appear to be distressed in any manner by your actions
 - If a young person/vulnerable adult misunderstands or misinterprets something you have done or said

N.B It may sometimes be necessary for employees to do things of a personal nature for a young person/vulnerable adult, particularly if they are very young or disabled. These should only be carried out with the full understanding and written consent of parents/carers and the individuals involved. Employees should be responsive to the person's reactions. In the event that the person is fully dependent on you, talk with him/her about what you are doing and where possible give choices. This may be for example where you are involved in any dressing or undressing of outer clothing or where there is physical contact or lifting/assisting to carry out activities. Individuals are advised to avoid completing tasks for which you are not appropriately trained.

The Council's Code of Conduct for Young People

This policy will be characterised by a positive, child centred approach to caring for young people. We recognise the need for rules within any setting and the necessity for managing difficult behaviour.

This policy will ensure that young people are treated fairly and are protected under the UN Convention on the Rights of a Child.

The aim of the policy is:

- To ensure that young people are safe and treated fairly at all times.
- To respect and value each young person as individuals.
- To encourage co-operative and kind behaviour between young people.
- For young people to take responsibility for their own behaviour.
- For young people to take pride in their own and others good behaviour.
- To give employees specific guidelines on how behaviour will be managed.

We expect young people to:

- Treat everyone equally with respect and sensitively regardless of their gender, ethnic origin, cultural background, sexual orientation, religion or political affiliation.
- Know and abide by the rules and spirit of the event.
- Avoid violence and rough play and help anyone that may be injured.
- Accept the decisions of those in authority without question or complaint.
- Exercise self-control at all times.
- Give maximum effort and strive to achieve your best.
- Learn to accept success and failure, victory and defeat with humility and dignity respectively and without excessive emotional displays.
- Abide by the instructions of the employees and officials provided they do not contradict the spirit of this code.
- Treat everyone how you would like to be treated.
- Do not use foul, sexist or racist language at any time.
- Be a good sport, applaud good performance.
- Remember to have fun, improve skills and feel good.

When working on activities organised by The Council's employees will:

- Give priority to the best interests of the young people in decisions that they make about them.
- Keep young people safe from all harm and protect them.
- Wherever possible let young people have a say in what affects them.
- Treat young people respectfully at all times.
- Be consistent and fair, keeping promises (where possible) made to young people.
- Actively work to help all young people feel welcome, happy and at ease.

What action will be taken if young people break their code of conduct?

1. A warning and explanation of why the behaviour is unacceptable.
2. A record is made in the Community Development Section Low Level Incident Book with an explanation of the incident.
3. Employees will employ their own system of warnings and minor sanctions e.g. time out (5 minutes max); 3 strikes and you are out. Young people must be aware of these sanctions from the outset.
4. If the young person's safety and/or others is being compromised due to their behaviour prompt action should be taken by the employee.
5. A session ban may be imposed.
6. Parents/carers are informed if their child is involved in unacceptable behaviour.
7. A behaviour contract between the young person, parent/carer, and The Council's employees may be agreed to get the young person back into the mainstream.
8. In some circumstances a young person may be permanently banned from participating on the Council's schemes.

Appendix F

The Council's Guidelines and Procedures for Activities and Services

1. Work Experience and Extended Work Experience

- It is important to distinguish between work experience and extended work experience (sometimes called work placement). Work experience refers to Key Stage 4 children going into a work environment for 1 – 2 weeks. Extended work experience refers to young people experiencing a working environment, possibly by undertaking work based learning over a longer period of time, 1 or 2 days per week, to achieve vocational qualifications.
- This is arranged by schools and Further Education providers and Local Education Authorities with employers or training organisations contracted to carry out this function, and can be either a full or part time basis. The Council's takes approaches through Human Resources and each Division has an Officer to manage enquiries and liaise with employees.
- It is good practice to arrange a pre visit interview with the candidate. This may be the schools procedure in any event. The responsible teacher may advise the young person to telephone the manager before the start date if time does not allow an interview.
- Section Heads should ensure that Risk Assessments are in place for work experience students.

2. Trips, Tours and Holiday Clubs

- All trips, tours and holiday clubs will undergo the necessary level of preparation and will cover Health and Safety requirements such as risk assessments. Where Play schemes are registered with OFSTED their standards will be adhered to.
- It is vital that any transport arrangements pay due regard to safeguarding young people/vulnerable adults and that adequate supervision is provided if young people/vulnerable adults are taken on trips and tours. Parents and carers must be notified and sign a form giving permission for young people/vulnerable adults to attend.
- **Recommended ratios** must be adhered to before commencement. In some cases employees may consider it appropriate to increase the level of supervision depending on the activity and the nature of young people/ vulnerable adults taking part. Normally the ratio adult: child/vulnerable adult over 8 is 1:12, under 8 is 1:8.

- A person will be nominated to be the lead Officer on outdoor transported trips. If parents/carers and volunteers accompany any trip or activity, then they will be under the direction of that nominated person. The use of parents/carers or volunteers shall not compromise employees to child/vulnerable adult ratios and in no way substitute the “duty of care” the Council’s should be showing. At no time should persons accompanying their own children be left alone with children who are not their own – although we do recognise that parents/carers have a valuable and crucial role to play.
- A complete list of all children/vulnerable adults will be drawn up and head counted on departure and arrival. All children/vulnerable adults should be seen to be picked up on return unless specifically told otherwise in writing and signed for by the parent/carer in advance. A verbal undertaking is not acceptable. It is the duty of the parent/carer to inform employees of this wish.
- In the event of a “new” person being requested to collect a child, an additional registration form must be completed by the parent/carer. At no time will a child/vulnerable adult be handed over without full confirmation by the parent/carer.
- In the event that a parent/carer fails to collect a child/vulnerable adult then 2 employees must be present at all times. We ask a parent/carer to inform us of any likely delays as soon as they are known. If no parent/carer has arrived then it is the duty of the lead Officer to try to make contact with the parent/carer. If no parent/carer has arrived after 30 minutes then the Police should be called. It is important to gauge what response time may be expected and advice sought therein from the Police.
- Before each trip, the lead Officer must have registration forms, first aid kit, medical notes and medicines (if appropriate) and a mobile phone. Any hospital referrals must be relayed to parents/carers immediately.
- When organising a trip the lead Officer must nominate an employee who is ‘on call’ should there be an emergency. This Officer must have all the trip details (including names and contact details of participants) so that parents/carers can be contacted if necessary.

3. Residentials

- The Council’s do not organise residentials for young people/vulnerable adults. However, from time to time employees may be involved in a partnership project that may include an overnight stay.

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- On these occasions the Council's employees will provide secondary support to the organising body such as Connexions (PAYP), Youth Service. The lead organisation must have a policy on residentials which the Council's employees must be aware of before taking part in the event.
- A Welfare Plan must be drawn up prior to the residential by the lead organisation.

4. Transporting Young People/Vulnerable Adults

- A reputable transport company with the appropriate insurance will be used.
- Sufficient supervisors (team managers, coaches, parents) will be present on the coaches.
- Each person will have a seat and seat belt regulations will be adhered to.
- Parents/carers will be provided with details of both pick up and drop off points and times.
- Employees of a supervisory capacity will have the following information for each participant
 - Name / contact number.
 - Pick up / drop off point and time.
 - Name of parent/carer collecting the participant.
 - Emergency contact number.
 - Medical details.
- Participants will not be left unsupervised.
- It is not good practice to take young people/vulnerable adults alone on journeys, however short. Where this is unavoidable, it should be with the full knowledge and consent of the parents/carers, and someone in charge of the organisation. Employees should be able to state the purpose and anticipated length of the route. You must be insured for business use. The child/vulnerable adult should sit in the rear seat. If there were 3 young people/vulnerable adults in your care, two should sit in the back and one in the front. When the first child/vulnerable adult is returned to the parent/carer the remaining young people/vulnerable adults should be sat in the back seats.

5. Lost/found young people/vulnerable adults

- When operating from a building we will endeavour to make all inside and outside areas as secure as possible. Whilst great care is taken to ensure the young people/vulnerable adults in our care are

always accounted for, we do however have procedures for lost and found children/vulnerable adults (see following pages).

- If young people/vulnerable adults are on outdoor trips the lead Officer is responsible as identified above. In the case of outdoor sites such as parks and nature reserves, employees are aware of the potential risk of lost young people/vulnerable adults and how to deal with these situations.
- Lost young people/vulnerable adults will only be handed over to the designated person named by the parent/carer on the registration form. In the case of parks and open spaces where young people/vulnerable adults are not on official trips, but nonetheless leisure users, the handing over of young people/vulnerable adults will only be done at the behest of Police involvement.

6. Procedure for dealing with lost young people/vulnerable adults

- On suspicion of a lost young person/vulnerable adults the Officer will conduct a roll call without alarming them.
- The lead Officer and one extra employee will conduct a thorough search of the building and grounds and the immediate vicinity.
- Employees conducting the search and remaining employees will ensure a calm manner and normal routine will be conducted.
- If the young person/vulnerable adult is not found, the Police and the parent/carer will be contacted. The SA will be informed.
- A full report will be produced on the Council's *Incident, Accident or Ill-Health Form*.
- The relevant authorities will be informed.
- Employees will work closely with the Police, parents/carers, and other authorities to ensure all relevant information is made available to aid the safe recovery of the young person/vulnerable adults.
- The incident will be evaluated and fully discussed with the employees and SA, Children/Vulnerable Adult's Services and the Police and, if appropriate, procedures reviewed. Policies will be amended if necessary.

7. Procedure for dealing with found young people/vulnerable adults

- Get to the child/vulnerable adults height, show them your name badge and tell them where you work. In the first instance try to find out their name, giving the child/vulnerable adult time to respond as they may be extremely distressed. If that proves difficult then look

for a discarded jumper or coat, as often there are name tags in clothing. Do not physically touch the young person/vulnerable adult to find out these details and seek another employee, as soon as possible, to help. Take the young person/vulnerable adult's name, age, address and telephone number if possible. If you cannot obtain any details at all then you must call the Police.

- Carry out a brief search of the immediate area with the young person/ vulnerable adults. Mostly lost young people/vulnerable adults are near their family who are simply obscured by people or objects. Ask the young person/vulnerable adult where they last saw the parent/carer/ guardian. Older young people have sometimes been left on site by parents who are to return later, be vigilant as to where and how long young people are waiting for parents to return.
- Small young people/vulnerable adults may become very distressed. In this case 2 employees should stay with the young person/vulnerable adult all the time, preferably the one person who has made initial contact – this avoids confusing the youngster/vulnerable adult. Alert all other employees on duty. Never leave a young person/vulnerable adult unattended. If a young person/vulnerable adult refuses to stay then call the Police immediately and stay vigilant to their direction. At no time put the young person/vulnerable adult in a vehicle. (see Appendix F, section 4. Transporting Young People/Vulnerable Adults). At the discretion of the SA contact the Police after 30 minutes of unsuccessful search. If out of normal hours and the SA is not available contact the Police directly and inform the SA at the next possible time.
- If the parents/carers are found, ask for identification. Do not release young people/vulnerable adults to anyone under the age of 16.

8. Procedure for dealing with young people who decide they wish to leave the activity (Play Scheme) that you are in charge of

- The Council's Play schemes operate a **closed access policy** (see the Council's Play Development Policies and Procedures)

Should a young person leave the session without prior permission employees will:

- Employees will try to find out why the young person wishes to leave and sort out the issue if possible.
- Gently restrain the young person if they are a danger to themselves, employees or venue property.
- Follow the young person home if employees' ratio permits (although this would be unlikely).

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- Refer to registration form and contact parent/guardians immediately.

9. Restraining young people/vulnerable adults

- Employees should consider using physical force towards a young person/vulnerable adult only when they are in danger or there is a danger to others.
- Any incidents of this kind will be recorded on the Incident Form and reported to the SA and to parents/carers on the same day.
- The Council's recognises that at all times employees might need to intervene and that unease and unwillingness to act appropriately could lead to the needs of the children/vulnerable adults being neglected, or their safety being put at risk.

10. Our policy on working in schools

- Employees who visit schools in the course of their duties have during curriculum or extra curricular time to deliver an activity or service should wear the official the Council's Identification badge.
- During curriculum time for the Council's employees who are in close contact with young people such as sports coach, plumber, builder, grounds maintenance, play leader, artist, ranger, **a teacher must always be present** (at least within sight of the group). The teacher has *loco parentis*, which is the legal responsibility for the young people.
- When the Council's are responsible for organising the activity at a school during extra curricular time and are 'hiring' the facility e.g. gymnasium, hall, field area, then an employee from the school should be on site. The person in charge of the activity should be familiar with the school site and its regulations. The Head Teacher has responsibility for all employees working on their premises.
- The Line Manager of the employee working in schools should check the schools Child Protection Policy and the reporting route.

11. Guidance for employees to do home and site visits

- Where it is practical to do so employees should prearrange the visit, preferably in writing.
- Colleagues should be notified of the date, time, address of the visit and the expected return time of the Officer.
- Employees should wear/show the Council's Identification badge/card.

- If a young person/vulnerable adult answers the door and the adult who has made the appointment is not present (and has made no other arrangements) the member of the Council's employees should not enter the premises but rearrange the visit.
- Refer to (Appendix B) and Code of Behaviour for Employees Working with Children/Vulnerable Adults (Appendix D).
- Inadvertent contact with young people/vulnerable adults on their own may occur (e.g. refuse collectors pulling a bin out from a rear garden and coming into contact with a scantily clad young person) in which case they should leave the area and report the incident to their Line Manager.
- Refer to Intranet for more detailed guidance.

12. Our policy on working with Agency employees

- Wherever an agency is used to supply temporary employees the Council's will provide a copy of our Safeguarding Children, Young People and Vulnerable Adults Policy and Procedure.
- The agency will be required to supply The Council's with their own policy/procedures for The Council's reference.
- Agency employees who have the potential to be in contact with young people/vulnerable adults in the course of their temporary duties must undergo a CRB check before commencing employment.

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PROPOSED MERGER OF NORTH WORCESTERSHIRE COMMUNITY SAFETY PARTNERSHIPS

Relevant Portfolio Holder	Councillor Margaret Sherrey, Portfolio Holder for Community Services.
Portfolio Holder Consulted	Yes.
Relevant Head of Service	Angela Heighway, Head of Community Services.
Wards Affected	All Wards.
Ward Councillor Consulted	
Key Decision: Yes	

1. SUMMARY OF PROPOSALS

- 1.1 In order to discharge it's duties in relation to crime reduction under the Crime and Disorder Act 1988, Bromsgrove District Council currently hosts and participates in the Bromsgrove Community Safety Partnership (BCSP). The purpose of this report is to update members on the issues currently affecting the BCSP and seek Members approval to the Strategic Partnership arrangements being changed. Specifically, this report sets out proposals for the merger of the Bromsgrove Community Safety Partnership (BCSP) with Redditch Community Safety Partnership (RCSP) and Wyre Forest Community Safety Partnership (WFCSP). This would result in the creation of a North Worcestershire Community Safety Partnership (NWCSP).

2. RECOMMENDATIONS

The Cabinet is asked to **RECOMMEND** to the Council:-

- 1) **That Bromsgrove District Council approves the merger of Bromsgrove Community Safety Partnership (BCSP) with Redditch Community Safety Partnership (RCSP) and Wyre Forest Community Safety Partnership (WFCSP) resulting in the creation of a North Worcestershire Community Safety Partnership (NWCSP); and**
- 2) **Subject to endorsement by each of the Responsible Authorities to the merge that authority be delegated to Officers to take the necessary steps to implement the merger, including the establishment of governance arrangements and entering into any agreements, also subject to endorsement by the relevant CSPs;**
- 3) **Members note the continuation of locality based operational and responsive partnership working through the operational Tasking Group and its theme groups; and**

- 4) **Members note the intention to review the Countywide partnership arrangements by 2014.**

3. KEY ISSUES

Financial Implications

- 3.1 BCSP receives Home Office grant each year to fund community safety activity. In recent years this grant has reduced and will face further reductions in 2012/13. Table 1 shows the level of Home Office grant received by, or expected to be allocated to, BCSP.

Table 1

Financial year	Funding
2010/11	£87,574
2011/12	£71,695
2012/13	£37,440

- 3.2 Furthermore, from April 2013 onwards, whatever Home Office grant remains will transfer to the West Mercia Police and Crime Commissioner (PCC). The PCC will have considerable freedom to allocate such resources that may remain as he or she deems appropriate. This may result in CSPs receiving limited or no funding via this route.
- 3.3 At present Home Office grant is used by BCSP to fund a number of staff, on fixed term contracts, hosted by Bromsgrove Council and Worcestershire County Council. Home Office grant is also used by BCSP to fund project delivery. Reductions in this funding will challenge BCSPs ability to retain staff and deliver projects. Community Safety staff who are mainstream funded will not be affected by the grant funding arrangements via the PCC.
- 3.4 At present there is not an intention to pursue a shared staffing structure across North Worcestershire. Bromsgrove and Redditch currently operate a shared community safety team. There is ongoing dialogue in respect of support to a revised NWCSP which will release Officer capacity across the three districts.
- 3.5 At this stage, there are no cashable savings to be realised as a result of the merged Partnership arrangements, however, the benefits of such a shared Partnership arrangement are outlined within the report at 3.20 to 3.24.

Legal Implications

- 3.6 BCSP is a statutory partnership which is responsible for co-ordinating the response of local agencies to crime and disorder and associated issues (namely substance misuse, anti-social behaviour, other problems adversely affecting the environment and reducing re-offending). Under section 5 of the Crime and Disorder Act 1998 Bromsgrove Council is a "Responsible Authority" . As such the Council has two main legal duties:-
- a) under sections 5 and 6 of the Crime and Disorder Act 1998 the Council and the Police in partnership, are required to collaborate with each other to develop and implement strategies and plans for dealing with crime and disorder and associated issues; and
 - b) under section 17 of the same Act, the Council is required to have due regard to the impact of each of its functions on crime and disorder and associated issues.
- 3.7 In a NWCSPP, Bromsgrove Council would retain these responsibilities. Any conflicts of interest between the member authorities may require an 'authority lead' for each Council. It is proposed that this would be a passed up to Director level and Head of Service.
- 3.8 The other Responsible Authorities within BCSP are Worcestershire County Council, West Mercia Police, West Mercia Police Service, Herefordshire and Worcestershire Fire and Rescue Authority, Worcestershire Primary Care Trusts and the West Mercia Probation Trust.
- 3.9 The additional Responsible Authorities under a NWCSPP would be Redditch Borough Council and Wyre Forest District Council.
- 3.10 Section 5 of the Crime and Disorder Act 1998 as amended by S97(3) of the Police Reform Act 2002 and S108 of the Policing and Crime Act 2009, sets out the circumstances in which the Responsible Authorities for each CSP area can join together to work as a combined partnership in order to carry out their functions under section 6 to 7 of the Act. Any such merger must be in the interests of reducing crime and disorder, combating misuse of drugs and / or reducing re-offending. It is also important that all the relevant responsible authorities have agreed to take such action.

Service/Operational Implications

- 3.11 Over the last ten years, partnership working has contributed to a sustained fall in crime and disorder across all communities in North Worcestershire. This has been supported by the local CSPs. The landscape in which the three CSPs operate has changed and is continuing to change. In multi-tier local authority areas the Home Office has encouraged CSPs to look at their structures and consider merging where this would create greater coterminosity across agency boundaries, stronger strategic influence but not impact detrimentally the delivery of crime reduction.
- 3.12 As a result of this changing landscape the Worcestershire Responsible Authorities decided to review how the CSPs were operating and would be able to operate in the future. Also a number of partners were highlighting logistical problems servicing the current partnership meetings and activities at the strategic decision making level.

The current partnership landscape in Worcestershire

- 3.13 There are currently four statutory CSPs in Worcestershire:- South Worcestershire (a merged partnership of Malvern, Worcester and Wychavon districts), Bromsgrove, Redditch and Wyre Forest. Joint working between the CSPs on both strategic and operational matters is well established although on an informal basis. Each CSP has operational Tasking Groups that deliver the projects/interventions for the Partnership within the District. These local Tasking Groups are supported by directly employed local authority Officers. There is no proposal to change the local direct delivery arrangements at this time.
- 3.14 In addition there is a countywide strategic group, the Safer Communities Board, made up of senior Responsible Authorities representatives and wider stakeholders. This Board, through a Community Safety Agreement, sets the strategic priorities countywide and provides funding for CSPs. This Board also has a statutory standing. Sitting alongside the partnerships are a significant number of other groups that support the CSPs and the Safer Communities Board. There is also a higher spatial level strategic approach to community safety through the West Mercia Criminal Justice Board, which includes senior criminal justice and upper tier Local Authority representation and is currently in part preparing for the introduction of the new Police and Crime Commissioners (PCCs).

Consultation on future partnership structures and priorities

- 3.15 A Task and Finish Group was commissioned by the Safer Communities Board to undertake a review of partnership working within

Worcestershire. A key element of this work was to confidentially interview senior representatives of the Responsible Authorities, CSPs and key stakeholders to establish their views of current and potential future working arrangements. These interviews were undertaken by an Inspector from West Mercia Police who was independent from the current arrangements.

- 3.16 There were a wide range of views and observations amongst all Responsible Authorities however there was unanimous agreement that the current status quo of four CSPs was unsustainable and two options were considered:-
- a) to restructure into one County based CSP or; and
 - b) to move to two CSPs, north and south and the Safer Communities Board as the strategic County Group.
- 3.17 At the meeting of the Safer Communities Board on the 22nd September 2011 by majority vote the recommendation was that “the Board agrees to the restructuring of the current CSP arrangements into two CSPs (North and South Worcestershire) and one County Strategic Community Safety Board and recommends this decision to the Worcestershire Responsible Authorities”.
- 3.18 A number of Responsible Authorities agreed that any partnership arrangements would need to be reviewed when there was a relationship developed with the new PCC.
- 3.19 The report outlining the findings of the Safer Communities Board Task and Finish Group (Appendix 1) has been presented to the following:-
- a) the Worcestershire Chief Executive Panel on 16th September 2011 were in support for a North Worcestershire and South Worcestershire CSP arrangement;
 - b) the Safer Communities Board on 22nd September 2011 recommended by a majority of the Responsible Authorities for a merged North CSP (subject to Responsible Authorities formal approval); and
 - c) Bromsgrove Community Safety Partnership have been part of the Task and Finish Group and have supported the proposal for a merged North CSP.

Benefits of Merging

- 3.20 Bromsgrove CSP have supported the proposal to create a NWCSP.

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- 3.21 The greatest benefit in creating a merged partnership is viewed to be the release of Officer capacity to allow the operational staff time to deliver community based initiatives and projects to the communities of Bromsgrove.
- 3.22 With recent funding announcements all partners are having to review their ability to attend a wide range of partnership meetings. Whilst not an issue at the moment there is the real potential that less senior representatives of Partner organisations may not be able to service 4 CSPs across the County.
- 3.23 A merged CSP will significantly address this issue and ensure the correct representation at a strategic level.
- 3.24 Other benefits include:-
- a) the new partnership would be coterminous with West Mercia's North Worcestershire Basic Command Unit and would reflect the local authority shared services ethos;
 - b) a reduction in the number of meetings that partnership Officers and statutory members are expected to attend;
 - c) pooling of expertise, knowledge, skills and resources to more effectively tackle crime and disorder; and
 - d) achieve enhanced local delivery by effectively using limited resources on a co-ordinated basis across the three districts.
- 3.25 Any structures, resources and working arrangements put in place will need to be judged on this basis. Officers are currently drafting the governance and working arrangements.

Way Forward

- 3.26 Home Office Ministers are clear that they see local partnership working as crucial, and that they do not wish to dictate local structures and mechanisms. Partnerships are free to arrange themselves according to local need and in order to facilitate this and the Home Office has simplified the process for merging CSPs down into three stages as follows:-
- a) Stage 1

All Responsible Authorities across the areas wishing to merge must submit a joint application. Before this can be done they

will all need to agree to the merger and must also have consulted with their local stakeholders on the merits of the proposed merger.

b) Stage 2

The Home Office Community Safety Unit will consider the application submitted; if the application demonstrates that all partners are in favour of the merger and that it will be in the interests of reducing crime and disorder, combating misuse of drugs and / or reducing re-offending, the application will be forwarded to Ministers for approval.

c) Stage 3

If Ministerial approval is received the Home Office Community Safety Unit will inform the partnerships involved and liaise with Home Office Legal Advisers for an order to be raised. A copy of the order, showing the date on which the partnerships will be legally merged will be sent to the Partnership.

- 3.27 Once approval is confirmed then Lead Officers for community safety across North Worcestershire will facilitate the required process.

Customer / Equalities and Diversity Implications

- 3.28 A North Worcestershire CSP would provide the right strategic infrastructure and environment for supporting local implementation teams to deliver the vision of Bromsgrove “a safe place to live, work, visit and do business”.
- 3.29 There are no associated impacts to customers with the merge of Bromsgrove CSP.

4. RISK MANAGEMENT

The main risks of *not* merging the CSPs are that partners may not be able to properly resource individual CSPs. The merged partnership will be coterminous with West Mercia Police area. Reducing the number of meetings that partners are expected to attend will enable Partners to dedicate more time to delivery. The future of community safety funding is uncertain. By pooling expertise, knowledge, skills and resources at a strategic level will support the continued delivery of initiatives to tackle crime and disorder in all the Council areas.

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5. APPENDICES

Appendix 1 - Safer Communities Board - Future Worcestershire Community Safety Partnership arrangements.

6. BACKGROUND PAPERS

Guidance on merging Community Safety Partnership Areas Under Section 5 of the Crime and Disorder Act 1998 as Amended by Section 97(3) of the Police Reform Act 2002 and Section 108 of the Policing and Crime Act 2009.

<http://www.homeoffice.gov.uk/publications/crime/csp-merger-guidance?view=Binary>.

7. KEY

CSPs - Community Safety Partnerships.
PCC - Police and Crime Commissioner.
NWCSP - North Worcestershire Community Safety Partnership.
RCSP - Redditch Community Safety Partnership.
WFCSP - Wyre Forest Community Safety Partnership.

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BROMSGROVE PARTNERSHIP'S ANNUAL REPORT 2010/11

Relevant Portfolio Holder	Councillor R. Hollingworth, Leader of the Council and Portfolio Holder for Finance, Partnerships and Economic Development
Portfolio Holder Consulted	Yes, as Chair of the Bromsgrove Partnership Board
Relevant Head of Service	Hugh Bennett, Director of Policy, Performance and Partnerships
Wards Affected	All wards
Ward Councillor Consulted	The Annual Report will be circulated to all Councillors once it has been considered by the Cabinet
Non-Key Decision	

1. SUMMARY OF PROPOSALS

- 1.1 To present to the Cabinet the Bromsgrove Partnership's Annual Report 2010/11 which sets out the work of the Partnership over the past 12 months.

2. RECOMMENDATIONS

- 2.1 The Cabinet is requested to approve the Bromsgrove Partnership's Annual Report 2010/11.

3. KEY ISSUES

Financial Implications

- 3.1 Apart from printing costs which are budgeted for, there are no financial implications directly relating to this report as it simply provides an overview of Partnership work that has taken place during the past year.
- 3.2 Council purposes are currently being developed and should link to the Sustainable Community Strategy (SCS), which is the long-term business plan for the District. Capital and revenue budget provision in future years should reflect those purposes.
- 3.3 In light of reduced resources, due to the current economic climate, partnership working can allow resources to be pooled and partners to work together to meet the needs of our residents in a more effective and efficient way.

Legal Implications

- 3.4 Under the Local Government Act 2000, the Local Strategic Partnership (LSP) is a non-statutory partnership and the Sustainable Community Strategy (SCS) and associated Action Plans is the delivery mechanism for the LSP.
- 3.5 The Department for Communities and Local Government has announced its intention to repeal the statutory duty to prepare a SCS. This statement was included in the Best Value Statutory Guidance published on 2 September 2011. When the legislation is repealed authorities will be able to opt to continue to have a strategy, but it will no longer be a statutory requirement and the duty to report back information will cease. For the time being until these changes are introduced the Council remains under a statutory obligation to prepare an SCS.
- 3.6 The Government has revoked the whole statutory guidance 'Creating Strong, Safe and Prosperous Communities', which required the SCS to be agreed at Full Council. However, the Strategy remains in this Council's Constitution as a policy document which needs Full Council endorsement. The Annual Report does not require Full Council approval but it will be circulated to all District Councillors for their information.

Service / Operational Implications

- 3.7 LSPs act as a mechanism for working better together to deliver joined up outcomes. It enables local organisations to come together and address issues that are important to the local communities in a more effective and cohesive way.
- 3.8 Council purposes are currently being developed and should link to the SCS which is the long-term business plan for the District of Bromsgrove.
- 3.9 The Annual Report shows how the LSP is progressing against the SCS and the report was approved by the Bromsgrove Partnership Board at its meeting held on 22 September 2011. By formally endorsing the Bromsgrove Partnership's Annual Report, it demonstrates that Bromsgrove District Council is addressing the needs of residents of the District and ensuring that future plans and resources are included in the relevant strategic plans.
- 3.10 As this report relates to Partnership work during 2010/11, progress has been set out against the six themes which were originally chosen to align with the Local Area Agreement (LAA). They were: Safe and Feel Safe; Better Environment; Economic Success; Health and Wellbeing;

Children and Young People; and Stronger Communities. Themes and priorities of the LSP have since been reviewed and priorities have been streamlined for the new single countywide SCS.

Customer / Equalities and Diversity Implications

- 3.11 In terms of customer implications, working in partnership delivers joined up outcomes, which is what our customers want.
- 3.12 An equalities impact assessment of the SCS 2010-13, which relates to the work of the LSP last year, was carried out. An equalities analysis has also recently been completed for the Bromsgrove District section of the new single SCS for Worcestershire.

4. RISK MANAGEMENT

- 4.1 The Council will not be able to meet customer needs without working in partnership, therefore having an effective LSP is vital.
- 4.2 Key partner organisations are involved and kept informed of progress throughout the development of the existing and revised SCS, thus gaining buy in. The contents of the Annual Report prove that partners are committed to the SCS and its key deliverable outcomes.

5. APPENDICES

Appendix 1 – Bromsgrove Partnership’s Annual Report 2010/11.

6. BACKGROUND PAPERS

None.

7. KEY

LSP – Local Strategic Partnership (which for this District is known as the Bromsgrove Partnership)
SCS – Sustainable Community Strategy

AUTHOR OF REPORT

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2nd November 2011

DRAFT SINGLE SUSTAINABLE COMMUNITY STRATEGY FOR WORCESTERSHIRE

Relevant Portfolio Holder	Councillor R. Hollingworth, Leader of the Council and Portfolio Holder for Finance, Partnerships and Economic Development
Portfolio Holder Consulted	Yes through both the Bromsgrove Partnership and Worcestershire Partnership Boards
Relevant Head of Service	Hugh Bennett, Director of Policy, Performance and Partnerships
Wards Affected	All wards
Ward Councillor Consulted	The Strategy will be considered at the next Full Council Meeting.
Non-Key Decision	

1. SUMMARY OF PROPOSALS

- 1.1 To present to the Cabinet the new single countywide Sustainable Community Strategy (SCS), which includes a section relating to Bromsgrove District.
- 1.2 It should be noted that this is the latest draft and there may be minor amendments to the County and other District sections before final design and print. However, the section relating to Bromsgrove District is the final draft version which has been approved by the Bromsgrove Partnership. (It is anticipated that the final version of the full single SCS will be published by Worcestershire County Council by the end of November.)

2. RECOMMENDATIONS

- 2.1 The Cabinet is requested to recommend that Full Council approve the Single SCS for Worcestershire, and specifically, the section relating to Bromsgrove District.

3. KEY ISSUES

Financial Implications

- 3.1 Council purposes are currently being developed and should link to the Sustainable Community Strategy (SCS), which is the long-term business plan for the District. Capital and revenue budget provision in future years should reflect those purposes.

- 3.2 In light of reduced resources, due to the current economic climate, partnership working can allow resources to be pooled and partners to work together to meet the needs of our residents in a more effective and efficient way.
- 3.3 It is anticipated that associated design and printing costs will be covered by the County Council. Any additional printing costs of the SCS, specifically for this District, have already been taken into account within this year's budget.

Legal Implications

- 3.4 Under the Local Government Act 2000, the Local Strategic Partnership (LSP) is a non-statutory partnership and the Sustainable Community Strategy (SCS) and associated Action Plans is the delivery mechanism for the LSP.
- 3.5 The Department for Communities and Local Government has announced its intention to repeal the statutory duty to prepare a SCS. This statement was included in the Best Value Statutory Guidance published on 2 September 2011. When the legislation is repealed authorities will be able to opt to continue to have a strategy, but it will no longer be a statutory requirement and the duty to report back information will cease. For the time being until these changes are introduced the Council remains under a statutory obligation to prepare an SCS.
- 3.6 The Government has revoked the whole statutory guidance 'Creating Strong, Safe and Prosperous Communities', which required the SCS to be agreed at Full Council. However, the Strategy remains in this Council's Constitution as a policy document which needs Full Council endorsement, and specifically the section within the countywide SCS which relates to Bromsgrove District.

Service / Operational Implications

- 3.7 LSPs act as a mechanism for working better together to deliver joined up outcomes. It enables local organisations to come together and address issues that are important to the local communities in a more effective and cohesive way.
- 3.8 Council purposes are currently being developed and should link to the SCS, which is the long-term business plan for the District of Bromsgrove.

-
- 3.9 In September 2010, it was agreed by the Worcestershire Partnership that there should be a single SCS to streamline processes and improve links between County and District Partnerships and Theme Groups.
- 3.10 At the Bromsgrove Partnership Away Day, partners considered its priorities and decided to simplify the existing ones and agree the top three partner priorities for the District. These are:
- Economic Growth (including Town Centre Regeneration)
 - Balanced Communities (including health and wealth inequalities, older people, children and young people, crime and anti-social behaviour)
 - Environment (including reducing CO₂ emissions)
- 3.11 It was also agreed that there should be key outcomes under each priority (approximately 3 to 4 for each Theme Group). These are shown in the table within the Bromsgrove District Section of the SCS.
- 3.12 At the Away Day, Worcestershire Partnership priorities were also considered which were out for consultation at the time. As shown in the attached Strategy, they are around: economy; environment; and health and wellbeing. These are underpinned by the principles of communities.
- 3.13 The content for the Bromsgrove District section was approved by the Bromsgrove Partnership Board at its meeting held on 22 September 2011. At the time of compiling this report, 5 of the 6 District LSPs had approved their sections and the Worcestershire Partnership approved the SCS on 26 September 2011, subject to part of the County section being reduced. The version attached is the most up-to-date draft. It is anticipated that the final version of the full single SCS will be published by Worcestershire County Council by the end of November.
- 3.14 The SCS is a 10 year document and will be reviewed by all partners across Worcestershire following county council elections. Therefore, the first review will be in 2013. However, the Action Plans sitting underneath each of the priorities will be monitored on a more regular basis. The Bromsgrove Partnership Theme Groups (the majority of which meet on a bi-monthly basis) will be responsible for the Action Plans. Theme Group Leads will report progress to the Board which is where cross-cutting issues will be tackled. Bromsgrove Partnership will also continue to have annual Away Days which will include reviewing LSP priorities and partnership working arrangements.

Customer / Equalities and Diversity Implications

- 3.15 In terms of customer implications, working in partnership delivers joined up outcomes, which is what our customers want.

- 3.15 An equalities analysis has been undertaken specifically in relation to Bromsgrove District section of the new single SCS for Worcestershire.

4. RISK MANAGEMENT

- 4.1 The Council will not be able to meet customer needs without working in partnership, therefore having an effective LSP is vital.

- 4.2 Key partner organisations are involved and kept informed of progress throughout the development of the existing and revised SCS, thus gaining buy in. As stated earlier in this report, the content for the Bromsgrove District section has been approved by all partners on the Bromsgrove Partnership Board.

5. APPENDICES

Appendix 1 – Single Sustainable Community Strategy for Worcestershire

6. BACKGROUND PAPERS

None.

7. KEY

LSP – Local Strategic Partnership (which for this District is known as the Bromsgrove Partnership)

SCS – Sustainable Community Strategy

AUTHOR OF REPORT

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APRIL – SEPTEMBER (QUARTER 2) FINANCE MONITORING REPORT 2011/12

Relevant Portfolio Holder	Roger Hollingworth
Portfolio Holder Consulted	Yes
Relevant Head of Service	Teresa Kristunas
Wards Affected	All
Ward Councillor Consulted	None specific

1. SUMMARY OF PROPOSALS

- 1.1 To report to Cabinet on the Council's financial position for the period April - September 2011 (Quarter 2 – 2011/12).

2. RECOMMENDATIONS

- 2.1 That Cabinet note the current financial position on Revenue and Capital as detailed in the report.
- 2.2 That Cabinet approves the budget virements between £15k and £100k, listed in Appendix 2.
- 2.3 That Cabinet note the financial position and movements on the earmarked reserves as detailed in Appendix 1.
- 2.4 That Cabinet approve the expenditure of grant income from Worcestershire County Council, of £40k, for use in funding an insulation scheme for people over the age of 60.
- 2.5 That Cabinet approve the carry forward into 2012/13 of the budget of £1m, for repaving the town centre.

3. KEY ISSUES

Financial Implications

- 3.1 A separate finance report for each department plus a council summary, is shown on the following pages.

BROMSGROVE DISTRICT COUNCIL**CABINET****2 NOVEMBER 2011****Revenue Budget summary Quarter 2 (April – Sept) 2011/12 – Overall Council**

Service Head	Revised Budget 2011/12 £'000	Budget April - Sep £'000	Actual spend April - Sep £'000	Variance to date April - Sep £'000	Projected outturn 2011/12 £'000	Projected variance 2011/12 £'000
Environmental Services	4,497	1,239	707	-532	4,314	-183
Community Services	2,451	798	779	-19	2,417	-34
Pre-Regulatory Services	1,127	317	265	-52	1,066	-61
Leisure & Cultural Services	1,944	963	887	-76	1,897	-47
Planning & Regeneration	1,298	280	177	-103	1,127	-171
Customer Services	-41	244	215	-29	-102	-61
Finance & Resources	2,077	1,143	1,165	22	2,193	116
Legal, Equalities & Democratic Services	1,446	530	476	-54	1,365	-81
Policy, Performance & Partnerships	-27	313	297	-16	-46	-19
Business Transformation	-9	684	639	-45	-80	-71
Corporate Services	734	41	238	197	1,053	319
SERVICE TOTAL	15,497	6,552	5,845	-707	15,204	-293
Interest on Investments	-68	-44	-64	-20	-84	-16
COUNCIL SUMMARY	15,429	6,508	5,781	-727	15,120	-309

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Financial Commentary:

- The year end underspend of £309k includes additional interest on investments of £16k above that originally budgeted. The general services underspend of £293k relates to a number of factors including:
 1. A projected underspend on the staffing budget of £309k.
 2. A saving within the Cleansing Service following review by Officers to identify different working practices and the restructure of posts to reduce overtime.
 3. Additional income received by the Development Control function following an increase in the number of planning applications received.
- Interest on investments was higher than expected in the first half of the financial year because of additional income received from the investment of Business Rate monies held by the Council.
- The budget for Corporate Services includes the council wide vacancy management provision and the corporate savings target. The current net underspend on vacancies is £359k.

Agency & Consultancy

Within the summary at above there are costs associated with covering vacancies together with consultancy costs arising from the Council seeking external professional support for projects undertaken (eg Specialist employee legal advice).

	Revised Budget 2011/12 £'000	Budget April – Sep £'000	Actual Spend April – Sep £'000	Variance To date April – Sep £'000
Temporary Agency Staff	50	25	120	95
Underspend on staffing	8,534	4,267	3,800	-467
External consultancy / professional advice	272	136	149	13
TOTAL	8,856	4,428	4,069	-359

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Capital Budget summary Quarter 2 (April - September) 2011/12 – Overall Council

Department	Revised Budget 2011/12 £'000	Budget April – Sep £'000	Actual Spend April – Sep £'000	Variance To date April – Sep £'000	Projected Outturn £'000	Projected Variance £'000
Business Transformation	118	97	93	-4	107	-11
Environmental Services	994	960	615	-45	950	-44
Planning & Regeneration	1,053	27	5	-22	53	-1,000
Regulatory Services	491	246	50	-196	491	0
Community Services	988	494	323	-171	949	-39
Leisure & Cultural Services	684	75	75	0	615	-69
Budget for Support Services Recharges	136	68	68	0	136	0
Total	4,464	1,667	1,229	-438	3,301	-1,163

Financial Commentary:

- Expenditure has been incurred on the Perryfields Housing scheme which is progressing as planned. The budget of £200k has been committed to assist the bid by Bromsgrove District Housing Trust and West Mercia Developments to the Housing Corporation.
- Orders have been placed for four refuse freighters which are due for delivery in December, a saving of £30k against the original budget has been achieved on this purchase.
- Work has commenced on several projects in Leisure and Cultural Services, however contracting arrangements still have to be undertaken for some projects.

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3.1.1 Environmental Services	Quarter 2 (April – September) 2011/12
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Revenue Budget summary Quarter 2 (April – September) 2011/12 – Environmental Services

Service Head	Revised Budget 2011/12 £'000	Profiled Budget April - Sep £'000	Actual Spend April - Sep £'000	Variance to date April - Sep £'000	Projected outturn 2011/12 £'000	Projected variance 2011/12 £'000
Waste Management Policy	-4	-2	-4	-2	-7	-3
Depot	-53	387	371	-16	-53	0
Car Parks / Civil Enforcement Parking	-618	-406	-319	87	-581	37
Cemeteries / Crematorium	103	22	7	-15	94	-9
Highways	326	75	20	-55	267	-59
Streets & Grounds	1,420	429	357	-72	1,313	-107
Grounds Maintenance	637	180	147	-33	619	-18
Waste	2,662	588	144	-443	2,602	-60
Garage	24	-34	-16	18	60	36
TOTAL	4,497	1,239	707	-532	4,314	-183

Financial Commentary

- Car park income has remained stagnant this year and therefore has not generated the inflationary increase included in the budget. However officers are working at reducing expenditure to mitigate the impact.
- Officers have highlighted savings of approx £100k in delivering the cleansing service by operating different working practices and restructuring posts to reduce overtime, this saving has been offered in the medium term financial term for future years.
- Within Highways there is a £59k projected saving, this is due to a vacant post, this post will need to be filled next year, and cannot be offered as a long term saving. In addition an internal income stream has been identified that was not included within

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the original budgets. Officers are establishing whether these are ongoing works or one off income to determine the inclusion in future years.

- Savings have also been achieved within the Transport & Waste service by the reduction of overtime and agency staff. Currently this saving is projected at £50k.
- Garage costs are showing an overspend, officers are reviewing the costs attached to delivering the service and the recharging mechanism to redress this.

**Capital Budget summary Quarter 2 (April – September) 2011/12
Environmental Services**

Service	Revised Budget 2011/12 £'000	Budget April – Sep 2011/12 £'000	Actual spend April – Sep £'000	Variance To date April – Sep £'000	Projected outturn 2011/12 £'000	Projected variance 2011/12 £'000
Depot Services	10	0	0	0	10	0
Vehicle & Equipment replacement programme	889	640	605	-35	845	-44
North Cemetery – Phase 2	95	20	10	-10	95	0
TOTAL	994	660	615	-45	950	-44

Financial Commentary:

- Orders have been placed for the 4 refuse freighters and delivery is expected in December, a saving of £30k against the original budget.
- The fork lift truck has been ordered, when it arrives a saving will be realised in hire charges of the existing unit.
- Project works have commenced at the cemetery and this will continue throughout the year.

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3.1.2 Community Services	Quarter 2 (April – September) 2011/12
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Revenue Budget summary Quarter 2 (April – September) 2011/12 – Community Services

Service Head	Revised Budget 2011/12 £'000	Profiled Budget April - Sep £'000	Actual spend April – Sep £'000	Variance to date April - Sep £'000	Projected outturn 2011/12 £'000	Projected variance 2011/12 £'000
Housing Strategy & CMT	1,693	521	513	-8	1,678	-15
Community Safety & Transport	726	261	243	-18	701	-25
Travel Concessions	0	0	6	6	6	6
Community Cohesion	32	16	17	1	32	0
TOTAL	2,451	798	779	-19	2,417	-34

Financial Commentary

- There are no major variances that have arisen in this quarter.
- There may be a small under-spend on Community Safety and Transport due to the efficiency of the shared service.
- A vacancy existed within the Housing Strategy Section which has resulted in a small under-spend at the year end.

Capital Budget summary Quarter 2 (April – September) 2011/12 Community Services

Service	Revised Budget 2011/12 £'000	Budget April – Sep £'000	Actual spend April – Sep £'000	Variance To date April – Sep £'000	Projected outturn 2011/12 £'000	Projected variance 2011/12 £'000
Strategic Housing	988	494	323	-171	949	-39
TOTAL	988	494	323	-171	949	-39

Financial Commentary:

- Expenditure has been incurred on the Perryfields Housing scheme which is progressing as planned. £200k of the budget has been committed to assist the Bromsgrove District Housing Trust/West Mercia Developments bid to the Housing Corporation. Actual expenditure will be dependant upon scheme development

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| <p>progress and success in respect of HCA bid submission.</p> <ul style="list-style-type: none">• Applications for Disabled facilities grants continue to be approved although as in previous years take up is slower at the beginning of the financial year. |
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3.1.3 Leisure and Cultural Services	Quarter 2 (April-September) 2011/12
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Revenue Budget summary Quarter 2 (April – September) 2011/12 – Leisure and Cultural Services

Service Head	Revised Budget 2011/12 £'000	Profiled Budget April - Sep £'000	Actual spend April - Sep £'000	Variance to date April - Sep £'000	Projected outturn 2011/12 £'000	Projected variance 2011/12 £'000
Parks & Open Spaces	473	79	79	0	473	0
Allotments	42	5	5	0	42	0
Promotions	168	74	76	2	203	35
Sports & Recreation Development	302	77	52	-25	283	-19
Property, Assets & Facilities Management	27	383	334	-49	-26	-53
Leisure Services / Sports Centres / CMT	932	345	341	-4	922	-10
TOTAL	1,944	963	887	-76	1,897	-47

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| <p>Financial Commentary</p> <ul style="list-style-type: none">• Leisure and Cultural Services are now part of the shared service provision with Redditch Borough Council, all staff were typed to Redditch on the 22nd May 2011. As part of the shared service Property, Assets & Facilities Management were transferred into Leisure & Cultural Services from Finance & Resources.• The under spend in the Sports and Recreation Development Service is because there are currently vacancies which will be resolved with the new structure.• The underspend within Property, Assets and Facilities Management is due to a saving in relation to business rates and the ad-hoc nature of spend for repairs and maintenance for the Council House. |
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- The overspend within Promotions has resulted from a net budget of £16k income for the firework display, however it is anticipated that this display will result in net expenditure of £15k. Therefore resulting in a budget deficit of £31k.

Capital Budget summary Quarter 2 (April – September) 2011/12 Leisure and Cultural Services

Service	Revised Budget 2011/12 £'000	Budget April – Sep £'000	Actual spend April – Sep £'000	Variance To date April – Sep £'000	Projected outturn 2011/12 £'000	Projected variance 2011/12 £'000
Sports Facilities	388	2	2	0	319	-69
Sanders Park	78	19	19	0	78	0
Play Areas	146	54	54	0	146	0
Other Schemes	72	0	0	0	72	0
TOTAL	684	75	75	0	615	-69

Financial Commentary:

- Work has commenced on some projects, but at this stage of the financial year several schemes are still to begin. The total capital budget of £684k is all committed to schemes that were approved by Members as part of the 2011/12 budget, however contracting arrangements still have to be undertaken in relation to some of the schemes agreed.
- Due to the failure to agree a formal scheme by the Parish Council, the scheme for Alvechurch Lions has been withdrawn and will be addressed as part of 12/13 budget round.

3.1.4 Planning and Regeneration

Quarter 2 (April – September) 2011/12

Revenue Budget summary Quarter 2 (April – September) 2011/12 – Planning and Regeneration

Service Head	Revised Budget	Profiled Budget	Actual spend	Variance to date	Projected outturn	Projected variance
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	2011/12 £'000	April – Sep £'000	April – Sep £'000	April - Sep £'000	2011/12 £'000	2011/12 £'000
Building Control	11	-52	-41	11	-6	-17
Development Control	503	48	-17	-65	394	-109
Economic & Tourism Development	204	66	51	-15	193	-11
Emergency Planning	15	8	8	0	15	0
Land Charges	-57	-47	-42	5	-50	7
Strategic Planning	522	215	203	-12	514	-8
Town Centre Development	100	42	15	-27	67	-33
TOTAL	1,298	280	177	-103	1,127	-171

Financial Commentary;

- Economic Development is now part of the North Worcestershire Regeneration Shared Service and the North Worcestershire Building Control Shared Service went live on November 1st. Both are projected to make small savings in the first year.
- Development Control have had a number of large planning applications which have led to additional income.
- The Town Centre Development budget includes an initial £25k funding from the Heritage Lottery Fund. This is the first payment for the development stage of the Townscape Heritage Initiative project and as such has not yet been spent.
- Strategic planning includes a budget for consultants fees related to progressing the core strategy and associated inquiry in due course.

Capital Budget summary Quarter 2(April – September) 2011/12 Planning and Regeneration

Service	Revised Budget 2011/12 £'000	Budget April – Sep £'000	Actual spend April – Sep £'000	Variance To date April – Sep £'000	Projected outturn 2011/12 £'000	Projected variance 2011/12 £'000
Town Centre	53	27	5	-22	53	0

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Development - Project Management						
Town Centre Development – Public Realm	1,000	0	0	0	0	-1,000
TOTAL	1,053	27	5	-22	53	-1,000

Financial Commentary:

- The Project Management costs mainly relate to the recharge from Worcestershire County Council for staffing, invoicing for this is not up-to-date.
- The Public Realm budget is now projected to be spent within 2012/13 - see Recommendation 2.6 for request to carry-forward.

3.1.5 Regulatory - Client	Quarter 2 (April - Sept) 2011/12
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Revenue Budget summary Quarter 2 (April – Sept) 2011/12 – Regulatory Client

Service Head	Revised Budget 2011/12 £'000	Profiled Budget April - Sep £'000	Actual spend April - Sep £'000	Variance to date April - Sep £'000	Projected outturn 2011/12 £'000	Projected variance 2011/12 £'000
Environmental Health	1,292	413	365	-48	1,233	-59
Licensing	-173	-100	-103	-3	-182	-9
Land Drainage	8	4	3	-1	15	7
TOTAL	1,127	317	265	-52	1,066	-61

Financial Commentary:

- Environmental Health transferred to Regulatory Services 1st June 2010.
- Regulatory Services paid accommodation charges to partners for the period of April to June 2011, all staff then transferred into Wyatt House in Worcester.
- Regulatory Services transferred £300k of the under spend for financial year 2010/11 back to partners, the balance of £301k was ringfenced in accordance with the Joint Committee for future severance and redundancy costs. This Council received a refund of £31k as its share of the refunded element of the under spend.

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3.1.6 Worcestershire Regulatory Services	Quarter 2 (April – Sept) 2011/12
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Revenue Budget summary 2 (April – Sept) 2010/11 – Regulatory Services

The main revenue expenditure relating to Regulatory Services is reported on a quarterly basis to the Joint Committee and reflects the total costs associated with providing the service across all of the participating Councils.

Capital Budget summary Quarter 2 (April – September) 2010/11 Regulatory Services

Service	Revised Budget 2011/12 £'000	Budget April – Sep £'000	Actual Spend April – Sep £'000	Variance To date April – Sep £'000	Projected outturn 2011/12 £'000	Projected variance 2011/12 £'000
Worcestershire Enhanced Two Tier Programme (WETT)	491	246	50	-196	491	0
TOTAL	491	246	50	-196	491	0

Financial Commentary:

The expenditure is jointly funded by all partners to the Joint Committee in accordance with the business case. Following a decision to carry out service transformation before making the decision as to the system requirements for the service, procurement of the management information system has been postponed until November.

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3.1.7 Customer Services	Quarter 2 (April – September) 2011/12
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Revenue Budget summary Quarter 2 (April – September) 2011/12 – Customer Services

Service Head	Revised Budget 2011/12 £'000	Profiled Budget April - Sep £'000	Actual spend April - Sep £'000	Variance to date April - Sep £'000	Projected outturn 2011/12 £'000	Projected variance 2011/12 £'000
Customer Services	-41	244	215	-29	-102	-61
TOTAL	-41	244	215	-29	-102	-61

Financial Commentary:

- The underspend within the customer services department is due to a number of vacancies that exist within the department and spending has been reduced to a minimum

3.1.8 Finance and Resources	Quarter 2 (April - September) 2011/12
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Revenue Budget summary Quarter 2 (April – September) 2011/12 – Finance and Resources

Service Head	Revised Budget 2011/12 £'000	Profiled Budget April - Sep £'000	Actual spend April - Sep £'000	Variance to date April - Sep £'000	Projected outturn 2011/12 £'000	Projected variance 2011/12 £'000
Central Overheads	816	448	425	-23	781	-35
Accounts & Financial Mgmt	19	343	344	1	19	0
Human Resources & Welfare	-15	102	99	-3	-24	-9
Grants & Donations	94	84	84	0	94	0
Revenues & Benefits	1,163	166	213	47	1,323	160
TOTAL	2,077	1,143	1,165	22	2,193	116

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Financial Commentary

- Property, Assets & Facilities Management transferred into the Leisure & Cultural Service as part of the Shared Services.
- Officers are reviewing the position in relation to the benefit subsidy (Revenues and Benefits) which is showing a shortfall to budget. It is anticipated that this will be significantly reduced by the end of the financial year.

3.1.9 Legal, Equalities and Democratic Services

Quarter 2 (April – Sept) 2011/12

Revenue Budget summary Quarter 2 (April – September) 2011/12 – Legal, Equalities and Democratic Services

Service Head	Revised Budget 2011/12 £'000	Profiled Budget April - Sep £'000	Actual spend April - Sep £'000	Variance to date April - Sep £'000	Projected outturn 2011/12 £'000	Projected variance 2011/12 £'000
Democratic Services & Member Support	1,185	229	224	-5	1,181	-4
Elections & Electoral Services	270	123	86	-37	205	-65
Legal Advice & Services & CMT	-9	178	166	-12	-21	-12
TOTAL	1,446	530	476	-54	1,365	-81

Financial Commentary;

- There will be an under-spend on Elections and Electoral services due to the National Referendum taking place on the same day as the District Elections.

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3.1.10 Policy, Performance and Partnerships	Quarter 2 (April – September) 2011/12
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Revenue Budget summary Quarter 2 (April – September) 2011/12 – Policy, Performance and Partnerships

Service Head	Revised Budget 2011/12 £'000	Profiled Budget April - Sep £'000	Actual spend April - Sep £'000	Variance to date April - Sep £'000	Projected outturn 2011/12 £'000	Projected variance 2011/12 £'000
Printing	-2	45	45	0	-3	-1
Corporate Admin / Central Post	-9	92	91	-1	-8	1
Policy & Performance & SMT	-16	176	161	-15	-35	-19
TOTAL	-27	313	297	-16	-46	-19

Financial Commentary;

- There is an under-spend at the end of quarter 2 which is projected to the end of the financial year, this is due to the shared service of Policy and Performance.

3.1.11 Business Transformation	Quarter 2 (April - September) 2011/12
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Revenue Budget summary Quarter 2 (April – September) 2011/12 – Business Transformation

Service Head	Revised Budget 2011/12 £'000	Profiled Budget April - Sep £'000	Actual Spend April - Sep £'000	Variance to date April - Sep £'000	Projected outturn 2011/12 £'000	Projected variance 2011/12 £'000
IT Services	1	644	566	-78	-95	-96
Business Transformation	-10	40	73	33	15	25
TOTAL	-9	684	639	-45	-80	-71

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Financial Commentary

- The underspend within the IT services section is due to renegotiation of IT contracts

Capital Budget summary Quarter 2 (April – September) 2011/12 Business Transformation

Service	Revised Budget 2011/12 £'000	Budget April – Sep £'000	Actual spend April – Sep £'000	Variance To date April – Sep £'000	Projected outturn 2011/12 £'000	Projected variance 2011/12 £'000
Internet/ Intranet Development	3	0	0	0	3	0
Government Connect Scheme	1	0	0	0	0	-1
Member ICT Facilities	14	7	3	-4	14	0
Voice over IP	90	90	90	0	90	0
Increased Bandwidth for Internet Link	10	0	0	0	0	-10
TOTAL	118	97	93	-4	107	-11

Financial Commentary:

- The budget for Increased Bandwidth for Internet Link and Government Connect Scheme can be released as these have been completed as part of other projects and will therefore no longer be required.

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3.1.12 Corporate Resources	Quarter 2 (April - September) 2011/12
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**Revenue Budget summary Quarter 2 (April – September) 2011/12 –
Corporate Resources**

Service Head	Revised Budget 2011/12 £'000	Profiled Budget April - Sep £'000	Actual Spend April - Sep £'000	Variance to date April - Sep £'000	Projected outturn 2011/12 £'000	Projected variance 2011/12 £'000
Corporate Resources	734	41	238	197	1,053	319
TOTAL	734	41	238	197	1,053	319

Financial Commentary

- The budget for Corporate services includes the council wide vacancy management provision and the corporate savings target. Both these elements are offset by actual savings reflected in other departments. The current under spend on the staffing budget is £509k.

3.2 Sundry Debtors

Sundry Debt is raised by the Council to ensure effective recovery of debts owing. The outstanding balance at 30/09/11 was £797k (balance to 31/06/11 was £221k) which includes:-

Type of Debt	Amount £'000
Car Parking Fines	27
Lifeline debts	37
Rents/Hire Charges	16
Building Regulations	2
Trade Waste and Cesspool emptying	38
Developer Contributions – s106 monies	54
Housing Schemes	29
Licensing	21
Sponsorship	17
Shared Services	389
Garden Waste	2
Salary Overpayments	5

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Elections	114
Travel Concessions	7
Trunk	15

Also Officers have reviewed the S106 contributions to identify the position on the developments and to discuss with developers and this has led to the collection of several of these debts.

The age of the debt is represented as follows:

Age of Debt	Balance as at 30/06/11 £'000	Balance as at 30/06/11 £'000
Under 30 days (not yet due)	129	654
Up to 1 month	41	27
1 – 2 months	7	2
3 – 6 months	12	77
Over 6 months	32	37

Debts recovery is originally carried out by the Exchequer Section with 2 reminders being sent to debtors. Debts over 90 days are currently under review and recovered by the legal team.

3.3 TREASURY MANAGEMENT

The Council's Treasury Management Strategy has been developed in accordance with the Prudential Code for Capital Finance prudential indicators and is used to manage risks arising from financial instruments. Additionally treasury management practices are followed on a day to day basis.

3.3.1 Credit Risk

Credit risk arises from deposits with banks and financial institutions, as well as credit exposures to the Council's customers. Credit risk is minimised by use of a specified list of investment counterparty criteria and by limiting the amount invested with each institution. The Council receives credit rating details from its Treasury Management advisers on a daily basis and any counterparty falling below the criteria is removed from the list.

The Council has not had and does not expect any default losses by any of its counterparties in relation to investments.

Due to market conditions the Council has reduced its credit risk for all new investments by only investing in the highest rated instruments and has shortened the allowable length of investments in order to reduce risk.

The credit criteria in respect of financial assets managed in-house by the Council are as follows:

Financial Asset Category	Criteria (Fitch ratings)	Maximum Investment
Deposits with banks	Short Term: F1+/F1 Support: 1,2,3 Long Term: minimum 'AA-'/A	£3million/£2million
Deposits with building societies	Short Term: F1+/F1 Support: 1,2,3 Long Term: minimum 'AA-'/A	£3million/£2million
Deposits with Debt Management Account – Deposit Facility (DMADF)		£no upper limit *

Fitch Ratings is an international credit rating agency (one of three nationally recognised rating agencies alongside Moody's and Standard & Poor's). Fitch Rating's long-term credit ratings are set up along a scale from 'AAA' to 'D' where 'AAA' designates the best quality companies, reliable and stable through to 'D' where the company has defaulted on obligations and Fitch believes that it will generally default on all or most of its obligations. Fitch's short term ratings indicate the potential level of default within a 12 month period. F1+ is the best quality grade, indicating exceptionally strong capacity of obligor to meet its financial commitment

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At 30 September short term investments comprised:

	31 March 2011 £000	30 Sept 2011 £000
Deposits with DMADF*	0	1,500
Deposits with Banks/Building Societies	12,575	13,500
Total	12,575	15,000

Following the conclusion of the Moody's review of UK financial institutions in early October our treasury advisors issued advice in relation to withdrawal of funds from institutions no longer meeting our minimum criteria. We were advised to withdraw funds from call/instant access accounts held with affected institutions and to give notice where applicable. However it was not advised to break the terms of deposits held to a fixed date. As a consequence the majority of the Council's investments are currently placed with the DMADF.

- *Investments with the DMADF are guaranteed by HM Treasury. Following advice from the Council's treasury advisors, from a credit perspective no upper limit was imposed on investments with the DMADF.

3.3.2 Income from investments and other interest

An investment income target of £68k has been set for 2011/12 using a projected return rate of 0.75% – 1.50%. During the past financial year bank base rates have remained 0.5% and current indications are projecting minimal upward movement for the short term.

In the 6 months to 30 Sept the Council received income from investments of £53k together with other interest of £12k.

Details of the Council's performance for the Treasury Management function to the end of Quarter 2 of 2011/12 are included at Appendix 4.

3.4 REVENUE BALANCES

3.4.1 Revenue Balances

The revenue balances brought forward at 1 April 2011 were £1.918m. Excluding the impact of any projected over or under spends it is anticipated that £389k will be transferred from balances during 2011/12 to fund revenue expenditure; giving a current projected balance at 31 March

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2012 of £1.529m. However if the underspend as included in this report is realised the balances position will remain at £1.9m.

3.5 CAPITAL RECEIPTS

- 3.5.1 The Capital Programme was approved by Members in January 2011, the effect of the level of Capital Spend to 2013/14 on capital receipts is estimated below:

Capital Programme	2011/12 £'000	2012/13 £'000	2013/14 £'000
Balance b/fwd	3,650	1,643	776
Actual funding to date (April – Sept)	-227		
Estimated use for the remainder of the year	-2,555	-967	-1131
Received in year			
- General Sales	100	100	100
- Sale of freehold at Sherwood Road	675		
Balance c/fwd	1,643	776	-255

- 3.5.2 The figures in the above table include general capital receipts for the funding of projects throughout the District. In addition, an estimate of capital receipts has been made of £100k per annum in relation to any sales of assets.
- 3.5.3 Finance officers are working with the Town Centre project team to ensure all potential capital receipts are included in future reports.

Legal Implications

- 3.6 None

Service / Operational Issues

- 3.7 All included in financial implications

Customer / Equalities and Diversity Implications

- 3.8 None as a direct result of this report

4. RISK MANAGEMENT

- 4.1 Failure to manage the budgets effectively can lead to an overspend that has to be funded or services not being provided to the customer. Departmental registers include controls in place to support effective financial management.

5. APPENDICES

- Appendix 1 Current Position (April – Sept) on Earmarked Reserves
Appendix 2 Virements for approval by Cabinet
Appendix 3 Performance for the Treasury Management Function for April – Sept 2011

AUTHORS OF REPORT

Teresa Kristunas, Head of Finance and Resources
Debbie Randall, Accountancy Services Manager

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WASTE & STREET SCENE PUBLICITY PLAN 2011-2013 – UPDATE REPORT

Relevant Portfolio Holder	Cllr Mike Webb
Portfolio Holder Consulted	Yes
Relevant Head of Service	Guy Revans
Wards Affected	All
Non-Key Decision	

1. SUMMARY OF PROPOSALS

- 1.1 Cabinet received a report on the Waste and Street Scene Publicity Plan at its meeting on 07 September. One of the recommendations approved by Members related to the use of Fixed Penalty Notices for dog fouling and littering offences. Since the meeting officers have given further consideration to the legal implications arising from the recommendation that was agreed. The purpose of this report is to update Cabinet on the legal implications and to ask Members to approve a change in wording for the recommendation on Fixed Penalty Notices.

2. RECOMMENDATIONS

- 2.1 That the wording of the recommendation agreed on 07 September regarding the issuing of Fixed Penalty Notices be amended to read as follows:-

That whenever possible and when considered appropriate, Fixed Penalty Notices are issued for all dog fouling and littering offences during campaign periods where an enforcement officer is present. If it is considered that a Fixed Penalty Notice is not appropriate, then the environmental enforcement officer will take an appropriate level of action in accordance with the guidance contained in the Joint Environmental Enforcement Strategy.

3. KEY ISSUES

Financial Implications

- 3.1 The costs of delivering the Waste and Street Scene Publicity Plan will be met through existing budgets.

Legal Implications

- 3.2 Under the Environmental Protection Act (EPA) 1990, the Council has a duty to keep street and public spaces clean and clear of litter and refuse and to collect municipal waste. Government guidance recognises the importance of awareness raising and campaign work in delivering street scene and waste collection services.
- 3.3 At the meeting on 7th September the wording of the recommendation as approved was “that Fixed Penalty Notices are issued for all dog fouling and littering offences during campaign periods where an enforcement officer is present”. Whilst it is acknowledged that Members in supporting the original wording were wanting to see the profile of dog fouling and littering offences raised during campaign periods in order to have a deterrent effect, since the wording was approved some further legal issues have arisen. One of the legal implications of the original wording is that it could create an uneven playing field. By way of illustration in a campaign period a customer who allows their dog to foul the pavement would be given a Fixed Penalty Notice. A week later outside a campaign period for the same incident the customer might receive say a verbal or written warning. This would in turn have the potential to cause problems in the court process which has to be followed to enforce unpaid FPNs particularly if a relatively minor infringement had attracted a FPN by virtue only of the incident having happened in a campaign period. The reverse situation could also arise that a customer who would have received a verbal warning outside a campaign period goes completely unchallenged as the infringement is not serious enough to meet the minimum standard for issuing a Fixed Penalty Notice. Secondly, the original wording of the recommendation does not fully dovetail with the Joint Environmental Enforcement Strategy which provided for officers to have a complete discretion as to severity of penalty and placed emphasis on the importance of a flexible approach.
- 3.4 Overall, because of the legal process that has to be applied in relation to court action for an unpaid FPN there is a need to be very careful about guidance issued to officers who are enforcing the scheme. The key is to ensure that a sufficient level of discretion is retained in order to overcome the potential difficulties which may arise as referred to above. Officers are anxious to ensure that the overall policy is not undermined and as a compromise would suggest an amendment to the original recommendation to use the wording set out at 2.1.

Service/Operational Implications

- 3.6 Members are referred to the previous report dated 07 September setting out the Service/ Operational implications a copy of which is attached at Appendix 1.

Customer / Equalities and Diversity Implications

- 3.11 As set out in the original report at Appendix 1.

4. RISK MANAGEMENT

- 4.1 As set out in the original report at Appendix 1

5. APPENDICES

Appendix 1 – Report to Cabinet dated 07 September 2011 titled “Waste and Street Scene Publicity Plan”

6. BACKGROUND PAPERS

Street Scene and Waste Communications Strategy Plan
Joint Environmental Enforcement Strategy

AUTHOR OF REPORT

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**Safer Communities Board
22 September 2011
Future Worcestershire Community Safety Partnership
arrangements**

Purpose of Report

1. To consider the current issues and challenges facing community safety partnership working and how future working arrangements in Worcestershire can be organised to best meet these challenges.
2. To propose outline options for future partnership structures and working arrangements that better target strategic priorities, taking account of the views and observations of Responsible Authorities and key stakeholders. The report is not a detailed business case.

Background**1. Introduction:**

Community Safety responsibilities are primarily set out in the Crime and Disorder Act 1998 (as amended), with specific reference to s17 of the Act:

Responsible Authorities, which includes Local Authorities, the Police, the Police Authority, Fire and Rescue Authority, Primary Care Trusts, and Probation Trusts, are required to develop policy and operational approaches to prevent crime and disorder, combating the misuse of drugs and alcohol, and anti social behaviour and other behaviour likely to adversely affect the local environment and to reduce reoffending.

This report sets out future policy and funding issues, the operational landscape for community safety and considers the views and requirements of Responsible Authorities and key partners, in the revision of future partnership working and the key issues that need to be addressed to position Worcestershire to meet some significant challenges ahead.

2. The current partnership landscape in Worcestershire:

There are currently four statutory Community Safety Partnerships in Worcestershire: South Worcestershire, Bromsgrove, Redditch and Wyre Forest. They operate in localities and focus upon local delivery and partnership working on community safety issues and fulfilling their duties under the Act.

There is a County Strategic Group, the Safer Communities Board, made up of senior Responsible Authorities

representatives and wider stakeholders, which through a Community Safety Agreement, sets the strategic priorities for the Countywide partnerships and provides funding for CSPs and wider s17 activities.

Sitting alongside the partnerships are a significant number of other groups that support CSPs and the SCB.

There is also a higher spatial level strategic approach to community safety through the West Mercia Criminal Justice Board, which includes senior criminal justice and upper tier Local Authority representation and is currently in part preparing for the introduction of the new Police and Crime Commissioners.

The partnerships have been subject to a range of funding and performance frameworks over a number of years and to some extent have developed organically. The latest arrangements through the Comprehensive Area Assessment, Local Area Agreement, the Place Survey and National Indicators have gone and Partnerships can now decide how they are best organised.

The Safer Communities Board has agreed that a review of community safety partnership working across Worcestershire is required against the backdrop of changing Government priorities, severe pressures upon public finances, 60% reductions community safety fund grant, the introduction of Police and Crime Commissioners from November 2012 and the logistical problems faced by partner organisations in servicing current partnership meetings and activities.

3. The emerging national policy landscape:

The Government recognises the successes of community safety partnership working and its contribution to reducing crime over many years. However with significant pressures outlined above in public sector funding affecting all Responsible Authorities, policy changes in criminal justice and community safety, the reduction of Whitehall control and top down performance management and the development of localism with closer working with communities and the voluntary sector, the Government has clearly signalled that local areas are free to operate their statutory functions in whichever way they believe will work most effectively.

There are a number of key issues that require detailed consideration and will influence how partnerships most effectively carry out their roles and responsibilities. These are briefly summarised as follows:

i. Public sector resource reductions.

There are reductions of 60% in community safety fund grant

for use across Worcestershire between 2009/10 and 2012/13. This Home Office fund which is paid to Worcestershire County Council and provides revenue for CSPs and other key activities (see Table 1 page 9), will transfer to the PCC from April 2013, with the PCC completely free to commission and distribute funding as they choose. This is a significant risk to partnerships and how they currently fund their activities, including staffing resources.

This is compounded by significant budget reductions for Local Authorities and other Responsible Authorities.

Capital funding from the Home Office has also completely ceased. This was £176,000 in 2009/10 and £88,000 in 2010/11. Difficult decisions about how future funding is allocated and utilised will have to be made and there will need to be a reconsideration as to what other resources, community safety or otherwise can be made available or targeted to support community safety priority objectives. In future it will be vital to ensure that Worcestershire is able to highlight the effectiveness of meeting community safety priorities, to obtain grant funding support from the PCC, when control over these budgets passes to them.

ii. Current Government policy

The Government has recognised the importance of partnership working in ensuring safer communities and reconfirmed its support for the principles of the Crime and Disorder Act and s17 Responsible Authorities.

Subject to some minor changes, the most recent statutory Instrument (No 1230, 2011 The Crime and Disorder Formulation and Implementation of Strategy regulations 2011), confirms retention of the functions and requirements of CSPs and for a County Strategy Group to prepare a Community Safety Agreement on behalf of the Responsible Authorities.

The Government has set out its key Criminal Justice and Community Safety priorities in a number of policy and strategy statements covering, Domestic Abuse, Sexual Violence, Drug and Alcohol recovery Reducing Reoffending and Preventing Violent Extremism. Additionally there are specific Criminal Justice reforms (introduction of Police and Crime Commissioner), commissioning the voluntary sector, Localism, abolition of top down targets (LAA/NIs), performance by results and the wider Government policy agenda on welfare reform and economic growth.

The recent riots in England have reemphasised Governments focus on some of these issues, notably reducing reoffending and the social and economic prospects of some sections of the community, which reflects the wider policy focus beyond just

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criminal justice, that is required to tackle these priority areas, reflecting the cross cutting nature of the community safety agenda.

There is a clear focus upon recovery and rehabilitation and the need for a multi agency approach to areas such as housing, training and employment, life skills and personal development, to ensure reductions in reoffending and substance misuse. This will require joint commissioning and better joining up of operational activities through clear strategic planning, to ensure effective interventions and support for localities.

These are key points for Partnerships to consider and how their strategic and operational activities are structured and operated, in a way that most effectively meets outcomes for local people.

iii. **Police and Crime Commissioners:** This is a central piece of Government policy under the Police Reform and Social Responsibility Bill currently progressing through Parliament. The PCC will be established at West Mercia level from November 2012, with a range of powers including a reciprocal duty to cooperate with CSPs and to have regard to each others priorities for the purpose of fulfilling the s17 responsibilities. PCCs will as stated above take responsibility for community safety grant. The PCC could make Community safety grants to other organisations and so it will be critical to ensure that Worcestershire has very clear and robust strategic and partnership plans that also meet the PCC priorities. Currently preparation for the introduction of the PCC and any transitional arrangements is being made through the West Mercia Criminal Justice Board and Worcestershire is represented by WCC alongside the other Upper Tier local Authorities.

Arrangements will also be taking place to set up the scrutiny arrangements around the PCC function through the Police and Crime Panel for West Mercia, which will be coordinated with key partners by WCC.

Whatever partnership arrangements are agreed in Worcestershire, they will have to be effective and straightforward for the PCC to deal with at a WM spatial level.

Key changes to Police structures and operating levels, together with the strategic alliance with the Warwickshire Police force, will place increasing pressures on the Police regarding their input and at what level this can take place.

4. Worcestershire Strategic Community safety priorities: These are set out in the SCB Community Safety Agreement

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2011/12. There is a focus upon Countywide coordination of strategic priorities: reducing reoffending, domestic abuse, drug and alcohol misuse, ASB, Preventing Violent Extremism. These have to be the focus for partnership working, although recognising there will always be local issues that may fall outside this wide range of the current priorities. These priorities align with Government priorities and are therefore likely to be to a significant extent reflective of the PCC s expectations.

i. Reducing Reoffending:

This is a very complex area of work being developed in Worcestershire and also across other areas of West Mercia. Local Authorities and CSPs have a significant contribution to make in relation to building on existing work relating to Prolific and Priority Offenders and the wider services such as housing, youth work, drugs and alcohol reduction and education, which are key to the pathways to reducing reoffending.

Working at West Mercia Criminal Justice Board (WMCJB) level and in future with the PCC, is a challenge because of the size of West Mercia and the number of Local authorities and partners to be engaged. This will be the sort of issue that the WMCJB has to be able to manage effectively and particularly with the advent of the PCC, where we must be able to work in unison. Top level WMCJB strategic agreement has to filter into organisations operational activity and effective internal communications within partnership organisations is critical to achieve this. It will be vital to ensure that full partnership engagement takes place at the outset as West Mercia Police begin to develop their new approach to IOM and reducing reoffending.

The Government will be monitoring this work closely as reducing prison numbers, reducing reoffending and getting people off welfare and into work are major policy objectives.

ii. Drug and Alcohol misuse:

The Drug and Alcohol Action Team (DAAT), which is hosted by WCC is clearly the lead partnership agency for the delivery of a reduction in drug and alcohol misuse through commissioning of services across the County. There is close working in a number of areas although some CSPs and partners are more involved than others. There is an excellent opportunity for the new contractor appointed by DAAT in April 2011, CRI, to develop new relationships with CSPs and partners and make a real difference in localities. The Recovery agenda (moving to sustaining long term recovery from drug and alcohol misuse),

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will enable good links to be made with other agencies, particularly the voluntary sector and to engage with volunteers, who are seen as a key to supporting this new approach. There is clearly a role for CSPs to support this work in their localities.

iii. Domestic Abuse:

There is very good partnership working on DA and in particular through the DA Forum and the accredited activity of the Multi Agency Risk Assessment Conferences (MARAC) and Independent Domestic Violence Advisors (IDVA), which are undoubtedly having a very significant impact upon safeguarding and protecting families and individuals. There are strong links between agencies and provider organisations. The new responsibility for Domestic Homicide Reviews is coordinated through the Safer Communities Board on behalf of the CSPs, by the Domestic Abuse Co-ordinator.

There is a Strategy and plans in place, with specific groups reporting back to the Forum. Currently the Forum and workgroup structures are being reviewed to reduce the burden on partners. There are close links to both Adult and Childrens Safeguarding Boards

iv. Anti Social behaviour:

Tackling ASB is a significant work stream for CSPs and much of their successful activity in the community relates to this. It is sometimes difficult to quantify success and this is a very real challenge for future outcomes frameworks that have to be developed locally post LAA. ASB is a major issue in many communities and it will be important to clearly understand concerns and adopt best practice from across the County and elsewhere to tackle this. The Government will be making a variety of announcements on future policy and has recently confirmed the rolling out of the 101 police telephone number for reporting number for ASB incidents.

Work is required to better define this whole area of work as ASB/hate crime/safeguarding/harm prevention (such as the Pilkington case) heavily overlap and there are developments in all of these areas, particularly within the Police, that require clear communication and cooperation with all partners.

Therefore a clearer understanding of priorities is required to ensure improved joined up working.

v. Preventing Violent Extremism:

This is an area that we are working hard to increase awareness of and embed understanding of, across the partnerships through support from the County Prevent Coordinator, a post which comes to an end in January 2012. Although there is a proportionate response to be taken to a perceived low risk, we

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must not be complacent (see the events in Norway). This is a Government priority and relates to its overall counter terrorism strategy.

It is proving challenging to engage all partners on Prevent although ultimately it is all partners responsibility to ensure that this policy area is developed locally. This relates very closely to community cohesion and integration work which again is for all (not just a community safety issue). But there is a slow recognition by some in Worcestershire to recognise the potential significance and associated risk of not doing this work and this needs to be addressed at a senior corporate level. The PCC will undoubtedly be looking at this.

5. Outcomes/performance framework.

This is how we assess the effectiveness of meeting strategic priorities, but it has often been very challenging to develop a consistent and meaningful approach within a complex partnership context.

With the ending of the LAA and National Indicators there is a need to develop a new outcomes framework that reflects progress made towards meeting the strategic priorities. This is currently under construction and has to ensure that local delivery is actually shown to be making a difference. There will need to be clear CSP accountability for supporting these Countywide strategic priorities and the new outcomes framework, post the LAA, will be agreed and introduced to assist with this objective. It is important to be able to demonstrate effectiveness not only through the partnership but to local communities and the PCC. A move to consideration of medium to longer term outcomes, rather than short term target management is something that has to be developed.

6. Commissioning of Community Safety services. There is significant multi million pound operational and commissioning activity of direct and indirect community safety activity, much of which is at County level, primarily through WCC. This for instance includes the WCC Community Safety team, Drug and Alcohol Action team, Domestic Abuse and, Supporting People (including support and housing for vulnerable people, ex offender people who misuse substances, people with mental health problems and domestic abuse services). The majority of the services commissioned are in the voluntary and independent sectors and provide services to local communities across Worcestershire.

There are many other commissioning arrangements in localities and across and beyond county level through other Responsible Authorities.

However there is more scope for joint commissioning of

Community Safety activity and many projects have been individually grant funded or remain as part of previous schemes that were joint funded or receive contributions as part of Government funded processes. There is a need to review this approach and to make best use of existing funding resources, to where practical, commission services strategically, using pooled funding to reflect joint responsibilities. This is for instance currently being considered in relation to future provision of key preventative Domestic Abuse services such as the MARAC and IDVAs.

Commissioning can be complex and a specialist area of work but there are commissioning teams within Responsible Authorities able to consider this area of work and this should be a focus for revised partnership working arrangements.

7. Worcestershire Partnership: Future priorities and Governance Structures of the Worcestershire Partnership are under development. At present the SCB is a Theme Group of the Worcestershire Partnership, but this is likely to change. However the community safety agenda is recognised as being an important cross cutting issue that affects many key activities. We will continue to work closely with the Partnership as it finalises its priorities and working arrangements.

8. Future Partnership Funding

There is a huge financial challenge to partnership working from 2012/13 and beyond. Agreement needs to be reached on Community Safety fund allocation for 2012/13 and this will be a factor in any discussions that will be taking place on merger arrangements.

Table 1 sets out the last two years allocation figures and provisional figures for 2012/13. For 2012/13 it only includes the Community Safety Fund at this stage and the funding split between CSPs is based upon the needs formula utilised by the SCB this financial year. This formula was agreed as reflective of the relative needs of localities based upon the key priorities and it is recommended that the needs based funding formula, subject to any technical update, is retained for the 2012/13 allocations.

2012/13 will be the last year that the WCC Community Safety Fund is available before it transfers to the PCC.

The level of any possible additional funding from WCC community safety budget to the SCB in 2012/13 has not been finalised at this stage, due to consideration of internal community safety priorities, future commitments and internal reductions to that budget. However it is likely that if an

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allocation is made to the SCB, this will be substantially reduced and any such funding will be targeted towards commissioning and the support of services and activities that meet the strategic priorities, rather than a general grant to CSPs. It is therefore reasonable to assume for planning purposes that there will be no additional CSP funding in 2012/13, other than as set out provisionally in Table 1.

Although a speculative view at this stage, there can be no assumptions about how the PCC from April 2013 onwards, will allocate funding and it may be reasonable to assume that this will be used to commission services across and within West Mercia and not to sustain structures or fund posts.

Table 1 Community safety funding in Worcestershire

Funding	10/11	11/12	12/13 Provisional *
Community Safety Fund	£575,000	£544,338	£275,000
WCC Community Safety Grant Contribution	£132,000	£100,000	TBC
	£707,00	£644,338	TBC
Expenditure			
SCB Commissioning	£32,975	£20,000	TBC
Drug and Alcohol Action Team	£89,000	£69,000	TBC
WCC Community Safety Team	£35,000	£28,000	TBC
Bromsgrove CSP	£87,574	£71,695	£37,440
Redditch CSP	£90,327	£107,400	£56,086
S Worcs CSP	£269,882	£238,858	£124,735
Wyre Forest CSP	£102,995	£109,385	£57,122
	£707,00	£644,338	TBC

*Figures based upon using the same funding SCB formula split on 2011/12.

8. Worcestershire consultation on future partnership structures and priorities:

This consultative review has been steered by the SCB Policy and Commissioning Group, primarily through delegation to a small task and finish group. A key element of this work has been to confidentially interview senior representatives of the Responsible Authorities, CSPs and key stakeholders to establish their views of current and potential future working arrangements, structures and governance. The interviews were carried out by an Inspector at WM Police. The review also presents an opportunity to restate the key strategic priorities that are in place in Worcestershire and how these can best be delivered. Some of the key issues highlighted by partners who were interviewed will be brought back to the Board and partners at a later date for discussion and further consideration. The issues around review and potential restructure have been discussed in many Fora and are well trailed. There has to be an agreement amongst the Responsible Authorities on future structures and governance, to ensure that future arrangements can be successfully developed and critically, agreed, understood and formally signed up to.

The Home Office has just issued new Guidance on the merging of CSPs and there is experience of CSP merger in South Worcestershire where the 3 CSPs joined together in April 2003.

Future Community Safety Partnership structure:

There were a wide range of views and observations amongst the Responsible Authorities. What is unanimously agreed is that the current status quo of four CSPs and the SCB is not sustainable and is not supported.

The other two options that were considered were:

- i. To restructure into one County based CSP or,
- ii To move to two CSPs, north and south and the SCB as the strategic county group. This would involve a merging of the three current other CSPs, (Bromsgrove, Redditch and Wyre Forest).

There was a division in views on these two options and these are broadly summarised as follows:

Three of the Responsible Authorities considered that that single countywide CSP would be the most effective approach from their organisations perspective.

Six Responsible Authorities are strongly in favour the north and south CSP and SCB option, primarily because of the need to maintain a local focus on delivery and localism, political and

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other differences between the north and south of the county and that one CSP is not enough to effectively cover a large area like Worcestershire.

Three of the Responsible Authorities consider that ultimately a single CSP would probably be the most appropriate approach, but because of the significant changes taking place at the present time, the need to focus upon delivery, the logistics and lack of capacity of planning and agreeing a single CSP, the need to prepare for the PCC and concerns about the scale of a single CSP operation, that two CSPs and a slimmed down SCB would be the preferred option.

However this should be reviewed at a future specified date when there is a relationship developed with the PCC and the future funding and policy landscape becomes clearer and settled, and the effectiveness of the new structures can be assessed.

If the north and south CSP structure is agreed, the Safer Communities Board will retain its responsibility for coordinating the countywide strategic approach through the Community Safety Agreement. It is proposed that the membership of the SCB is reduced to include only senior Responsible Authority representatives as voting members with consideration given to incorporating a small associate membership of non voting key stakeholders, perhaps on a "virtual " basis" or through an annual stakeholder meeting.

The frequency of meetings is likely to reduce and SCB sub groups would also be reviewed to rationalise the level of meetings. The Domestic Abuse Forum is already reviewing its own arrangements.

Commentary:

In terms of deciding what the future partnership structures should be, there is a range of views. But to effect change and specifically agree CSP mergers, all Responsible Authorities have to be in agreement for a submission to be made to the Home Office, and for the Home Secretary to make the relevant Order.

In trying to take an overview of the responses, it would appear that the majority of Responsible Authorities (and stakeholders) are in favour of, with some prepared to accept at the present time, a model comprising two CSPs, north and south, with a leaner County Strategic Group This would also then require the other Responsible Authorities who favour a single CSP to agree to this approach.

This would be subject to a future review of the effectiveness of the revised structures.

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As would be expected there are a range of views about current and future approaches and many views clearly relate to the current structural arrangements across the whole partnership landscape as being too complex and onerous to operate within. The ability to service and support partnership activity and the divergence of views over a single or two CSPs is broadly, (but not exclusively), reflected in the difference in responses between the Local Authorities and those Responsible Authorities that have a county or wider area of operation.

In terms of the logistics of change, the establishment of two CSPs and a County SCB would, primarily involve the merger of the three existing Northern CSPs and subject to agreement by the Responsible Authorities, a reasonable target date for the new partnership structures should be April 2012. The establishment of a single CSP would clearly be a more extensive project, which would involve reviewing arrangements across all local Authority areas and detailed consideration and agreement of funding and budgets and management arrangements and accountability and would almost certainly not be resolved by April 2012.

It will require strong and clear leadership from all Responsible Authorities to ensure that the transition and change is managed effectively and that organisationally there is a consistent approach taken.

The current strategic priorities are broadly accepted and this is reflected in the strategic assessment across the County and National policy requirements. There are some partners who are unclear about their role or their input in supporting some areas of work and certainly there is recognition that some outcomes are unclear at present. This is not surprising to some extent post LAA and National Indicators, although there is work being undertaken to develop a new outcomes framework, which is always challenging in a complex partnership arena. The partnership review presents an opportunity to reflect upon and re emphasise the importance of the strategic priorities and how partnerships have duties against many of these, as well as having a clear role to support a wide area of related activity. Clearly as new working arrangements are developed partners and stakeholders need to be fully engaged and help shape new partnership arrangements while at the same time maintaining delivery against the strategic and local priorities.

Future development and training approaches to help overcome the complexity of partnership working across so many different

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disciplines needs to be considered, to ease some of the of the frustrations and difficulties reflected by partners.

It is strongly recommended that the new partnership arrangements are underpinned by a clear Memorandum of Agreement signed upto at Chief Executive or equivalent level, which sets out requirements, expectations, working arrangements and accountability of community safety partnership arrangements. This will be assisted by restating partnership objectives and reflecting that we are all working in a significantly different environment to that inhabited by responsible Authorities and CSPs in the recent past.

Conclusion:

There is a clear rationale and support to change the way partnerships operate and with it there will need to be a change of approach and in some instances culture, to ensure effective joint working. The funding levels of the past that have enabled many activities to take place have receded. But that also presents opportunities to do things differently and find new ways of supporting communities. Many of the current partnership arrangements and activities have developed in a piecemeal and organic fashion often dictated by Government and this is an opportunity to reshape them to meet the current agenda and priorities.

There is a lot of excellent work that is carried out and the positive impact upon people's lives is widely recognised. Although very challenging in the light of funding reductions, there is a clear responsibility on partners to work in different ways to engage with, support and protect local communities and vulnerable people across Worcestershire.

Recommendations:

- 1. That the Safer communities Board agrees to the restructuring of the current CSP arrangements into two CSPs (North and South Worcestershire) and one county strategic Community Safety Board and recommends this decision to the Worcestershire Responsible Authorities.**
- 2. To recommend that the three North Worcestershire CSPs to immediately progress the merger into a single North Worcestershire CSP. The responsible Authorities to progress to merger and obtain appropriate local approvals and Home Office agreement to the merger by 1 April 2012 or earlier.**
- 3. That the Safer Communities Board to continue as the**

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strategic coordination body for community safety in Worcestershire, subject to a review of its operations and membership and this to be limited to the voting Responsible Authorities for Worcestershire, with a limited associate non voting membership to be agreed.

4. Agreement to continue with the needs based allocation formula for the Community Safety Fund (subject to a needs update for 2012/13) for allocation to CSPs in 2012/13.

6. Subject to recommendations 1-3 above and agreement to CSP merger taking place, a Community Safety Partnership Memorandum of Agreement to be developed and agreed by the Responsible Authorities by 1 April 2012, setting out the purpose and operational requirements of the agreed partnership arrangements.

7. Subject recommendations 1-3 above, a completed review of the functioning of the new community safety partnership structures and operations is to take place by April 2014.

**Background
Papers**

None



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Bromsgrove Partnership
Your District Your Future

Bromsgrove Partnership **Annual Report**

2010/2011

Bromsgrove
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Introduction

Welcome to the fifth annual report of the Bromsgrove Partnership which provides an overview of activities and achievements during 2010/11.

The Bromsgrove Partnership is the Local Strategic Partnership (LSP) for our District which brings together different organisations from the public, private, voluntary and community sectors. Instead of each organisation working in isolation, Bromsgrove Partnership provides a forum for local organisations to come together and address issues that are important to those living, working and visiting Bromsgrove District in a more effective and cohesive way.

All partners have worked hard together to deliver on our priorities and add value. Key examples include 'The Trunk' and the Town Centre Regeneration Programme. Often partnership working is complex but such projects could never be achieved unless we join forces, pool resources and work together to meet the needs of our residents.

We are all seeing a significant reduction in resources as well as organisational change and this means that excellent partnership working is even more crucial. Therefore, Bromsgrove Partnership will continue to work hard together to ensure we meet the existing and future needs and aspirations of our local community in the most effective and efficient way.

Roger Hollingworth,
Chair of the Bromsgrove Partnership Board
and Leader of the District Council



Safe and Feel Safe

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Bromsgrove Community Safety Partnership (CSP) is responsible for ensuring that local communities are safe and feel safe. During 2010/11 the Partnership's priorities focused on youth related anti-social behaviour (ASB), environmental issues, acquisitive crime and violent crime.

Throughout 2010/11, Bromsgrove CSP continued to support '**Operation Harness**', a zero tolerance approach to underage alcohol consumption in parks and open spaces. Survey data indicated that Bromsgrove residents were most concerned about young people 'hanging around on the streets' and data from reports of ASB incidents indicated there were some problems associated with youths gathering in parks and open spaces, often with alcohol and especially during school holidays. In response, West Mercia Police and Bromsgrove District Council teamed up to deliver this operation during every school holiday. Hundreds of young people were encountered during Operation Harness with confiscations of large quantities of alcohol taking place. Young people were advised about the risks of alcohol misuse, the legal consequences of their activities and letters were also sent home to parents.

Environmental issues were highlighted to be of specific concern in Rubery, so on 19 March 2011 the '**Big Spring Clean**' took place. Volunteers from across the area teamed up with officers from West Mercia Police, West Mercia Probation Services and the Council's Neighbourhood Warden Team to carry out a range of environmental improvements across the Rubery area. The improvements, which were nominated by local residents, included the clearing and replanting of flower beds, painting of park railings and fences, the clearing of the watercourse in St. Chad's Park and the removal of graffiti from alleyways, media boxes and street furniture.

Safe and Feel Safe

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In response to seasonal increases in theft from motor vehicles around the numerous beauty spots in Bromsgrove, neighbourhood wardens and local police officers worked together as part of **'Operation Everest'** providing a high visibility presence in key areas at peak times. Over the Easter Holidays alone, over 250 Vulnerable Vehicle checks were conducted, where vehicles at risk of theft of property were identified and the owners contacted with advice on keeping their property and vehicle secure.

Neighbourhood wardens also led on a project promoting shed security, especially on allotment sites. During a number of allotment open days information was provided on keeping valuable gardening equipment safe and secure. This project aimed to reduce the level of non-dwelling burglary offences in the district.

The 2010/11 Winter Safety Plan tackled seasonal increases in a range of crime and disorder issues, including acquisitive crime types and crime and disorder associated with the night time economy. Throughout winter partner officers visited local public events such as Christmas Light Switch-Ons and Carol Services, as well as patrolling the town centre. Residents were offered security advice and provided with: purse chains to tackle thefts whilst out Christmas shopping; personal alarms to promote safety whilst out in the evenings; and timer switches to help to protect homes against burglary during the darker winter months. Police and neighbourhood wardens also increased their presence in the town centre during the evenings to help tackle alcohol related violent crime and disorder over the festive period.

Better Environment

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The Better Environment Theme Group's priorities for last year were reducing CO₂ emissions to improve energy efficiency and adapting to the impacts of climate change. The Group is made up of several partners whose aim, through working together, is to improve and enhance the environment for those who live, work and visit Bromsgrove District.

Since the 2005 baseline data for NI186 for Bromsgrove District has shown a reduction in CO₂ emissions. This equates to 5.6 tonnes per capita head of population, which is lower than the overall county figure of 6.2 tonnes per capita. This shows that Bromsgrove District has achieved a 12% per capita reduction since 2005 (based on 2009 data release).

The data on CO₂ emissions has recently been developed further and now includes land use, land-use change and forestry* (LULUCF) figures. This impacts significantly on the overall emissions figures for Bromsgrove District but does fortunately still show a **decline in overall CO₂ emissions.**

LA Region Name	Year	Industry and Commercial	Domestic	Road Transport	LULUCF*	Total	Population ('000s, mid-year estimate)	Per Capita Emissions (t)
Bromsgrove	2005	153	247	494	8	902	91	9.9
Bromsgrove	2006	162	250	494	7	913	92	10.0
Bromsgrove	2007	156	243	494	7	900	92	9.7
Bromsgrove	2008	156	241	477	7	882	93	9.5
Bromsgrove	2009	134	217	462	7	820	93	8.8

(2009 data release)

Better Environment

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Some key areas of work over the last twelve months have been:

- Implementation of a joint Climate Change Strategy with Redditch.
- Continued promotion of funding for insulation works under the Carbon Emission Reduction Target (CERT) funded through the fuel utilities.
- Level 2 strategic flood risk assessment studies completed for Bromsgrove District.
- The Better Environment Theme Group has linked with other Theme Groups across both District and County and is a key player within the **Warmer Worcestershire Network** to ensure a clear and cohesive message on affordable warmth is delivered linking to housing and health partners.
- Partners have attended events throughout the District to promote energy efficiency/saving, climate change, waste reduction and so on. These have included electric blanket testing events, dedicated energy advice surgeries, community fun days, community street theatre events, tenant events and landlord forums.
- The Draft Core Strategy 2 presents the spatial visions and objectives for the future growth and development of the District. It includes a number of key sustainability issues including biodiversity, waste, historic buildings, climate change, energy efficiency and renewables. These key sustainability issues are integrated though out the Core Policies which will make certain a holistic approach is taken and ensure a sustainable future for Bromsgrove District.



CERT Year 3		
Cavity Wall Insulation	Loft Insulation Measures	Total (Year)
Measure Count	Measure Count	Measure Count
710	715	1,425

Economic Success

6



‘Economic Success that is shared by all’ is the objective for the Economic Development Theme Group which includes representatives from the private sector.

Bromsgrove District Council has ensured that it is a founding and central partner in both the Greater Birmingham and Solihull Local Economic Partnership and the Worcestershire Local Economic Partnership to ensure that proposed regional and countywide economic development initiatives support the needs of Bromsgrove District. The Theme Group has also started working closely with the new North Worcestershire Economic Development Unit.

The focus for the Theme Group includes **Town Centre Regeneration** and Business Growth. Key to attracting new businesses is the marketing of Bromsgrove as a product and a place. To this end the Theme Group has been successful in obtaining £20,000 from Bromsgrove District Council to launch a marketing campaign aimed at helping to achieve business growth.

At the heart of the economic development and inward investment strategy is the Regeneration of Bromsgrove Town Centre. £2million funding has now been secured for the upgrade of the public realm in the Town Centre, with work scheduled to commence early in 2012. A first round pass has been secured for a further £1.2million Heritage Lottery Fund for the upgrade of historic buildings and shop fronts in the Town Centre.



Economic Success

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Tangible public investment in the town continues with the completion of the new Health Centre and the submission of planning permission for a new combined Police and Fire Station, with construction due to start in 2012. Bromsgrove District Council are pursuing options to relocate some of their staff to the Town Centre and investigating the feasibility of a new Leisure Centre.



The new Police and Fire development opposite the recent new multi-million extension to the main building on the NEW College campus would free up Windsor Street for private redevelopment. The Windsor Street opportunity, together with other sites including the Historic Market Site, Birmingham Road/Stourbridge Road Junction and Recreation Road, have been identified for redevelopment with outline development briefs in the Area Action Plan Preferred Option, which was widely supported during a public consultation at the beginning of 2011.

Since the consultation the development sites have been subject to significant interest from private developers and leading retailers. Recreation Road will be redeveloped as a Care Village/Retirement Complex and other sites are being considered for development by leading retailers and commercial operators. Plans for the proposed Sainsbury store on Birmingham Road are progressing with a recent application for the relocation of the existing Texaco Filling Station to a site further along Birmingham Road.

These proposed developments will introduce further millions of pounds of private investment into Bromsgrove Town Centre and create hundreds of new jobs.

Health and Wellbeing

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The Health and Wellbeing Theme Group have continued working on its priorities: reducing harmful alcohol intake; promoting positive mental health; ageing well and promoting healthy eating.

The **Alcohol Sub Group** is continuing with its local action plan based on the countywide Alcohol Strategy and it covers reducing crime and disorder associated with alcohol misuse; reducing alcohol related hospital admissions; and children and young people. The Positive **Mental Health Group** held an event “Head First” for World Mental Health Day which aims to promote positive mental health and reduce stigma for sufferers. This was held at the Artrix in October 2010 and provided a good opportunity for networking and showcasing community projects promoting positive mental health.

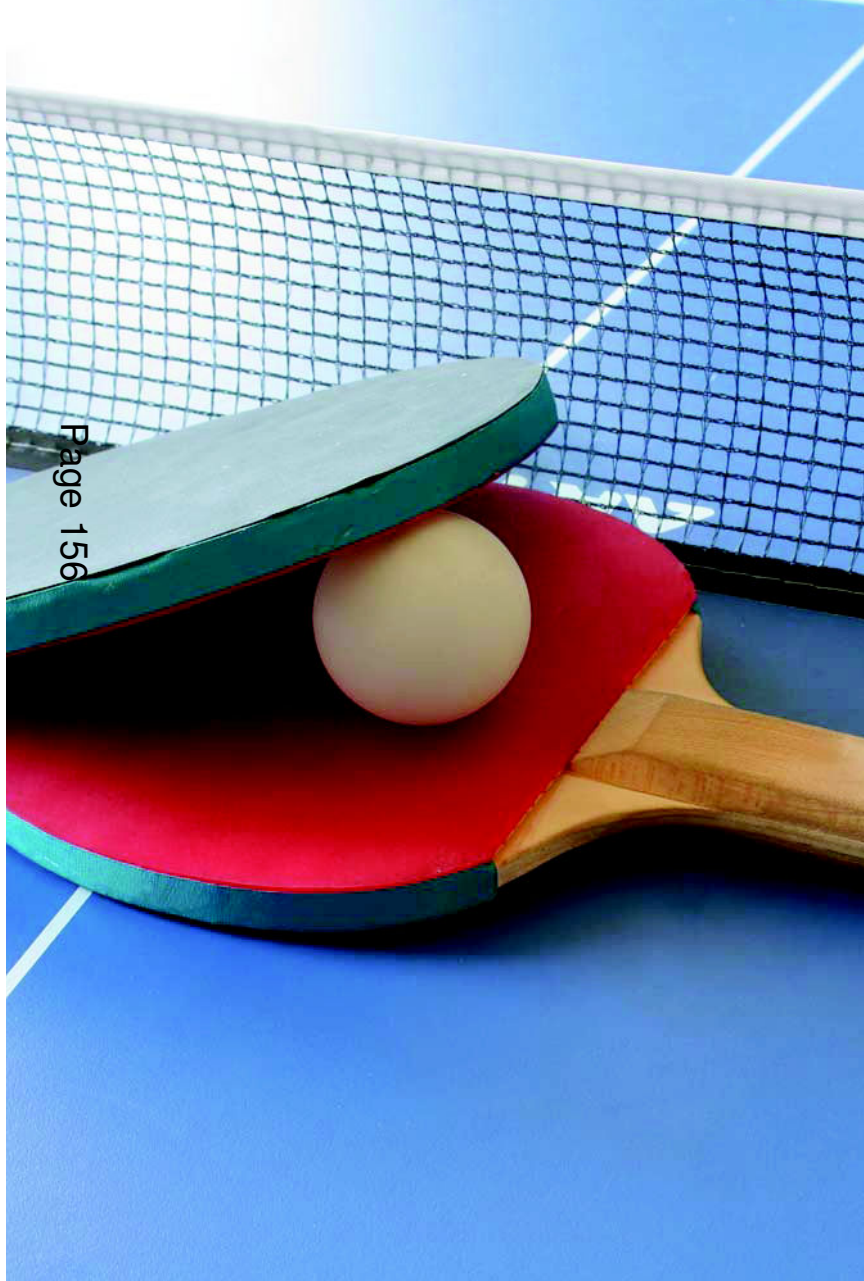
Partners ran two successful pilots across Bromsgrove District of the **Age Well Scheme**, which provided older people living and working in Bromsgrove with some health orientated taster sessions. A handbook has been developed for volunteers to rollout the Age Well Scheme across the District; and a Passports to Health Scheme is being developed alongside this to provide incentives for those people completing the Age Well Course who continue to maintain healthier lifestyle choices. A directory for older people services was also completed and distributed to local residents.

Postural Stability has been extremely successfully with 105 referrals from across the District. Seven programmes were successfully completed with another six classes currently running in areas including Wythall, Rubery, Catshill, and Hagley. It is funded through NHS Worcestershire and currently being project managed by Bromsgrove District Council’s Sports Development, who is working in partnership with the Princess of Wales Community Hospital, local GP surgeries, Age UK, BDHT and Housing 21 to engage local residents.

The **Healthy Horizons Activity Referral Programme** has successfully delivered 16 courses and is now anticipating sustainability in partnership with Wychavon Leisure Trust.

Health and Wellbeing

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Other successful health projects include older men's table tennis sessions, an older people's exercise class and the Nordic Walking pilot project, with over 40 people applying for free lessons in just one week.

Healthy eating initiatives developed during 2010-11 include Sidemoor Healthy Eating Development (**SHED**) which is a community allotment successfully growing produce together with healthy cooking courses. Furthermore, a convenience store based in Charford has signed up to the countywide initiative '**Local Convenience Store Project**' where residents using the shop can get vouchers to get money off fresh fruit and vegetables.



Children and Young People

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The Children and Young Peoples Theme Group was established to meet the needs of children and young people within the District and to ensure that services worked closely together in a co-ordinated manner for the benefit of all.

In July 2010 and in June of this year the Sports Development Team co-ordinated the successful delivery of our **High 5 Event** at Sanders Park. Over twenty five clubs, agencies and organisations were represented at the event and in addition to this there were a full day's programme of demonstrations, displays, workshops and taster sessions. Over 3500 local children and families attended over the duration of both five hour events. All of whom had the opportunity to experience a range of sports and activities, pick up freebies and access information on all the organisations present.

HIGH 5

This summer saw a successful **programme of sports and activities** delivered over Bromsgrove District by the Sports Development team including Gymnastics, Athletics and FREE Activity Sessions in local parks. The activities were extremely well received, many of which being fully booked.

Other activities to date include our bi-annual Multi Skills Festival, School Sport Games and School Festivals as well as other successful community sessions and projects.

BECAN (Bromsgrove Extended Community Activity Network) was **awarded £43,000** through the County Council's Short Breaks Transformation Programme to develop **innovative activities for disabled children**. New sports clubs have been sustained at the Ryland Centre, with 16 attending the Wheelchair Basketball Club and nearly 40 children accessing the Physical Disability Athletics Club. The National award winning Bromsgrove Gymnastics Club also received specialised rhythmic and floor apparatus to make the sessions more inclusive.

Children and Young People

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Specialised trike bikes have recently been launched at Sanders Park, where disabled people can hire them and go on family bike rides. The projects were launched with a mass celebration party for Worcestershire at the Ryland Centre in March, with art and crafts, samba drumming, taster sessions of the new clubs, as well as dance and choir performances from Chadsgrove and Rigby Hall Schools.

At the end of February 2011, Bromsgrove District Council organised a **successful Local Democracy Week** across the District, in partnership with Extended Schools and Worcestershire Youth Services. Events took place at schools, youth centres and the Council House, all with the aim of promoting democratic and civic partnership.



Stronger Communities

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'Stronger Communities' is about recognising the critical need to ensure the widest possible understanding of community within the diverse areas that make up the District.

The **Perryfields Housing scheme site** work commenced in June 2010 and is now almost 50% complete. It is the largest affordable housing scheme in the District for many years and it aims to meet the needs of a broad range of occupants. The scheme, which is being delivered through a partnership formed between Bromsgrove District Housing Trust and WM Housing Group, offers various affordable tenure options in the form of housing for rent, shared ownership and intermediate rent, supported by capital grant provided by the Homes and Communities Agency and Bromsgrove District Council. Over 30 families have already moved into their new Perryfields homes providing much needed entry level affordable homes for Bromsgrove residents. All of the homes are built with sustainability as a priority and include solar heating and very high levels of insulation.



Stronger Communities

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The Trunk

The Trunk is a **multi-agency partnership** which began in 2009 and is based around the use of five vacant shop units, belonging to Bromsgrove District Housing Trust, being opened as a community centre. This was done through the partnership working group 'Successful Neighbourhoods through Involvement and Learning' - a sub group of the Theme Group.

EPIC, a community interest company, was commissioned by Bromsgrove Partnership to run The Trunk and it is now delivering a programme of learning, skills acquisition, support activities and community resources for the residents of Charford and Sidemoor. Furthermore, over the past 12 months, an outreach programme to include Catshill residents has also started to be put in place.

A number of agencies deliver a variety of services from The Trunk including CAB, NHS Worcestershire, Next Steps, West Mercia Probation Trust, Worcestershire County Council, Job Centre Plus, Connexions and NEW College. The centre is split into The Trunk, a community resource, Club Youth, offering youth services on Charford, and the latest edition is the Starlight Café.

The **Starlight Café** opened its doors in March 2011 and is not just any café, it is a base for a UKONLINE centre to provide access to the internet and offer training and work placement opportunities for local people. It is a new Social Enterprise called the 'Skills Exchange Academy' and this partnership venture between EPIC and BDHT has received very positive feedback from community members and agencies. It is proving to be a real "hub" of the community.

A huge amount of work continues at The Trunk which was a **Runner Up in the National Housing Federation Awards for Partnership Working** at the end of last year and Bromsgrove Partnership will continue building on the project's success to ensure sustainability for the future.



Looking to the future

Our Vision

“We will make Bromsgrove District the place to live, do business and to visit.”

Our Priorities:

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● **Economic Growth**

(including the Town Centre Regeneration)

● **Balanced Communities**

(including health and wealth Inequalities, older people, children and young people, crime and anti-social behaviour)

● **Environment**

(including reducing CO2 emissions)

With the move towards localism comes the dismantling of much of the previous national performance framework including Comprehensive Area Assessments (CAA) and Local Area Agreements (LAA).

With a greater emphasis on local accountability, Bromsgrove Partnership is moving towards ‘delivering outcomes in partnership’ rather than ‘performance management’.

At the end of 2010, it was agreed by all Local Strategic Partnerships across the County that we would have a new Single Sustainable Community Strategy (SCS) for Worcestershire which would contain a chapter for each District. This will include the priorities and key outcomes for the future of the District as well as outlining how we intend to deliver them.

In June of this year, Bromsgrove Partnership held its Away Day to review its priorities which had originally been aligned with the LAA. It was decided that we would simplify our priorities and focus on the top three for 2011/12 onwards.

The Bromsgrove Partnership Board also reviewed its structure to check it was fit for purpose moving forward. Further details on these changes will be included in the new Single SCS for Worcestershire and our next Bromsgrove Partnership Annual Report.

Hugh Bennett

Secretary to the Partnership and Director of Policy, Performance and Partnerships



Bromsgrove
Your **District** Your **Future** Partnership

A single Sustainable Community Strategy for Worcestershire

Foreword by Chairman of Worcestershire Partnership

Welcome to Worcestershire's new Sustainable Community Strategy for 2011 to 2021.

This is our third edition since 2003 but the first time we have combined all of the districts and county sustainable community strategies (SCS) into one single strategy. In doing so we have significantly reduced the number of priorities enabling greater focus for all partners in light of reduced resources and increasing demands.

Having a single strategy will help improve the links between county and district partnerships and establish a robust local vision that underpins future partnership delivery arrangements that are flexible to adapt to future changes nationally and locally.

This strategy sets out the vision for the future of Worcestershire enabling partners to focus on the activity needed in the short term to improve the quality of life of the people who live, visit or work in the county.

Our **vision** for Worcestershire is "a county with safe, cohesive, healthy and inclusive communities, a strong and diverse economy and a valued and cherished environment."

To achieve this vision we have focussed our efforts on those areas where we really need to make a difference and where we can only do this effectively through partnership working.

We have used a wide evidence base in preparing this strategy and have ensured that we have the ability to influence the priority outcomes and that there is a clear community benefit.

Taking all this into consideration we have identified three key priorities:

- A skilled and prosperous **economy**
- An **environment** that is cherished and resilient
- Improving **health & wellbeing**

Alongside gathering priorities on a countywide level, district partnerships have been identifying their own priorities at a local level which are set out in this strategy along with their own vision, challenges for the area and how they will deliver their priorities.

To support working towards these priorities the Worcestershire Partnership has agreed a number of **values** that apply to all partners in their work and underpin everything we do. We will:

- Provide for the needs of all groups in society
- Treat people with equality and value diversity
- Build strong, cohesive communities and promote good community relationships
- Remove barriers that prevent individuals from reaching their full potential
- Intervene early to prevent problems from becoming entrenched
- Take account of the needs of future generations
- Deliver the right services in the right way and provide value for money
- Involve and listen to local people and communities whether they are geographical or communities of interest
- Promote Worcestershire on the regional, national, European and international stage and maximise the opportunities available to the county

We are now working to develop and agree priority action plans that will contribute to supporting the delivery of the priorities in this strategy and will regularly monitor and report our progress towards delivering the strategy.

Adrian Hardman



Cllr Adrian Hardman
Chairman, Worcestershire Partnership

About Worcestershire

The County of Worcestershire is located in the heart of England and covers an area of 173,529 hectares. It comprises six districts: Bromsgrove, Malvern Hills, Redditch, Worcester City, Wychavon and Wyre Forest. It has a combined population of 557,426 (mid 2010 estimate), with more older people than regional and national averages.

Worcestershire has an outstanding and rich natural environment and is home to spectacular features such as the Malvern Hills. A large part of the county consists of a combination of fields, orchards, woodlands, meadow, ancient forest and rivers. By contrast, the county's remaining habitat is extremely fragmented.

Though agricultural land and open countryside dominate the landscape, 64% of the total population lives in urban areas. Worcestershire is adjacent to the major West Midlands conurbation and has generally good road access to and from the national transport network.

We have a significant rural population. Approximately one third of Worcestershire's residents live in rural areas and many of these residents experience difficulty accessing services. Nearly 40% of areas in Worcestershire are ranked within the top 20% most deprived nationally in terms of geographical barriers to services.

The perception of Worcestershire is that it is affluent, free from social disadvantage, and an attractive place in which to live. In reality there are pockets of deprivation and some very specific, and sometimes conflicting, challenges that the diverse nature of the county poses. The 2007 Indices of Deprivation highlights seven areas (lower super output areas) in Worcestershire that are in the top 10% most deprived areas in England and Wales, with education deprivation, income deprivation and crime of particular concern.

Worcestershire Priorities

The three priorities identified for Worcestershire are nothing new. They featured in our first community strategy published in 2003 and still reflect what residents and partners have told us are the most important issues for them. What's different are the challenges partners face in the current climate where there are increasing demands despite fewer resources being available, which is why we have focused on what is most relevant and needed in order to achieve our vision.

The three priorities for Worcestershire are:

- A skilled and prosperous **economy**
- An **environment** that is cherished and resilient
- Improving **health & wellbeing**

These priorities are not exclusive given there are demonstrable connections between each of them, highlighted by their inter-dependency and potential impact on each other. For example activity around green infrastructure provides multiple benefits not solely for the preservation and enhancement of the environment, as residents living in greener areas demonstrate increased longevity, a higher level of physical activity as well as better health among

senior citizens. In addition it contributes to increasing the local economy in terms of its tourism and in providing a greater opportunity for 'green' employment.



Underpinning each of these priorities are **communities**.

In Worcestershire there are a number of real benefits to be gained from taking a more local community based approach to delivering services and by giving communities a bigger say and a greater part to play in the delivery of those services.

Through engagement and empowerment we can support individuals and communities to get involved, volunteer and work together enabling them to own, manage and shape services that meet their local needs.

Community involvement strengthens interactions between people, changes individuals' perceptions for example their fear of crime, and improves their sense of belonging to the local area. It also encourages communities to take ownership and action over local issues and make decisions, taking responsibility for projects within their community, reducing conflict and creating stronger communities with mutually supportive networks that are more resilient during times of crisis.

Having communities as an underlying principle to our priorities will help address the issues that partners are concerned with but none are solely responsible for example social cohesion and inequality, and it recognises that that the empowerment of individuals and communities needs to be at the centre of action in order to reduce inequalities.

Localism affords us the opportunity to work more closely together with our partners and local communities and will be essential to the development of action plans supporting the delivery of each of our priorities.

Worcestershire Priorities - A skilled and prosperous economy

Worcestershire has a prosperous economy which contributes significantly to the social, economic wellbeing and sustainability of its communities. The County has a beautiful natural landscape which is a real asset in attracting visitors, businesses and workers to the County. Worcestershire has good connectivity via the national motorway network, with the M5, M50 and M42 all running through the county. There are also direct rail links from Worcester City to Birmingham and London, and connections to other towns in the county. One of the strengths of the Worcestershire economy is its diversity as the County is not overly dependent on one or two major employers or on the performance of a specific industrial or service sector. Worcestershire has significant presence of high value added manufacturing, food and drink, retail and leisure, research and development and high technology. Worcestershire benefits from a number of strategic employers attracting inward investment, a large proportion of small to medium enterprises (SME's) and high levels of self employment. Worcestershire's unemployment remained below the regional and national averages even at the peak of recession. The County offers excellent opportunities to develop a highly skilled and prosperous economic future for the residents and businesses.

The County faces economic challenges such as contraction in private sector employment and significant employment in the low value added sectors, notably manufacturing. Some of the urban centres such as Kidderminster and Redditch have been adversely affected by the industrial decline leading to loss of jobs and higher than average unemployment rates especially amongst young people with a higher than average working age population with no qualifications. Young people in the county are disproportionately affected by recession with higher rates of 18-24ys claiming benefits. A major challenge is the loss of skilled young people from the county, through a lack of higher education and employment opportunities. The County is also facing difficulties in retaining and attracting graduates. There is a lack of higher level skills in some sectors and geographical areas, such as Redditch, including management and skilled trades in engineering, manufacturing and construction. The ICT infrastructure in some rural areas and absence of high speed broadband are some of the barriers in attracting inward investment.

Our vision is to shape Worcestershire's future so that the County can realise its full economic potential. The Local Enterprise Partnership has recognised that supporting and encouraging business growth and investment is important as it stimulates wealth creation in the county. Business growth and investment provides the environment for residents to have access to opportunities for learning and training and a focus on providing appropriate training improves the employability of the workforce and benefits the economy.

The Worcestershire Partnership will help to realise this ambition by supporting the Worcestershire Local Enterprise Partnership to unblock barriers to growth ensuring the county is 'Open for Business'. The focus is on increasing business activity and jobs whilst coordinating delivery around the economy, planning, housing, transport and infrastructure. This will be achieved by creating the right environment for sustainable growth and making it easier for businesses to locate in Worcestershire. Current and future activity will involve the delivery of key strategic employment sites, a transition to a low carbon economy and a focus on high technology and knowledge based research and development businesses, examples include the early completion of Worcester Technology Park and new Bosch facility, and building on the existing Malvern Hills Science Park and Bromsgrove Technology Park sites. There will also be a focus on advanced manufacturing and environmental technologies progressing the work undertaken on the South Kidderminster site to become an Enterprise Zone.

For better access for businesses, partners will work together to bring investment for high speed broadband and broadband in rural areas and to secure improvements to rail and road transport networks, including the Southern link and the east/west links and A449 in the North of the county. Partners will help facilitate the delivery of affordable housing to meet housing needs and to continue to tackle the problems of worklessness and financial exclusion. Partners will also work to support young people into employment through apprenticeships and work with educational establishments to raise achievement levels. **Page 167** Education leavers are equipped with the right skills for the job market.

Economic priority outcomes for the next ten years are:

- Enhanced economic prosperity through sustainable economic growth
- Improved survival rates for new and existing business
- A skilled workforce that meets the needs of business

Worcestershire Priorities - An environment that is cherished and resilient

Worcestershire's natural and historic environment helps define our county. It provides a strong sense of place, attracts and retains people and businesses, and contributes a vast range of services - many of which are taken for granted. Maintaining a high quality environment requires us to take care of wildlife, landscapes, archaeology and buildings, allowing them to play their crucial role in supporting social and economic wellbeing.

A healthy, accessible and well-managed environment contributes to everyone's quality of life. It is much more than just an attractive landscape; it is a fine balance of ecology and history that needs the right conditions to thrive and expand. A protected and cherished environment supports a healthy community and makes the county a desirable place to live, work and visit. It enhances our sense of place and delivers social and economic benefits to our communities. Our historic environment and geology provide an irreplaceable link to the past and a sense of cultural identity.

Some of the most pressing environmental issues faced by Worcestershire include adapting to the inevitable consequences of a changing climate, and the need to move to a low-carbon economy. Energy costs are a threat to both householders and businesses. Reducing Worcestershire's contribution of greenhouse gas emissions also presents opportunities. Our existing business base can be strengthened and diversified through embracing a move to a low-carbon, zero waste economy. Energy efficiency, renewable energy and sustainable construction are all set to play an increasing role. Environmental technologies offer opportunities to capitalise on new skills and to open up new markets.

Worcestershire is very vulnerable to extreme weather events, having felt the impacts of high temperatures, drought, flooding and heavy snowfall, all of which have had a significant impact on local communities. In recent years, flooding has cost the county millions of pounds through damage and lost business, and has forced people out of their homes. We need to continue to build resilience to extreme weather in both homes and businesses. Natural and historic environment data can enhance our understanding of the impact of extreme weather events. Since the devastating flooding of 2007 we have protected a number of communities with the construction of permanent defences and have improved our ability to warn and inform people about likely flooding. We also have a better understanding of the role the natural environment can play alongside hard engineering solutions in reducing flood impacts. This includes using landscape features to store water, reducing run-off rates, and ensuring new developments have sustainable drainage schemes built in.

There is a strong history of joint working on environmental issues in Worcestershire. Partners are embracing the concept of Green Infrastructure, which means moving away from looking at individual parts of the environment in isolation, towards a more joined-up, multifunctional approach. In this way, opportunities for environmental enhancement, such as may arise as part of a new housing development, can be looked at with a view to using limited resources to make the greatest gains. For example, green infrastructure provision on a site could provide a wildlife corridor, flood attenuation, protection of an archaeological monument, sustainable transport route and recreation resource – all from a single green space.

The protection and enhancement of our unique environment remains our priority. But the county cannot be preserved in a fossilised state; development can and must come forward if Worcestershire is to prosper. In order to ensure that development is sustainable, the character and value of the natural and built environment should be maintained. We will seek to work with developers wherever possible to capture the environmental benefits that development can bring.

Environmental priority outcomes for the next 10 years are:

- Protecting and enhancing the county's natural and historic environment through a better understanding of its social and economic value and its contribution to health and well-being
- Working better together to deliver environmental improvements
- Mitigating and adapting to climate change

Worcestershire Priorities - Improving health and well-being

Worcestershire enjoys generally good health and life expectancy is increasing. However, we need to improve health and well-being overall and close the health gap between areas of higher and lower deprivation. Improving health is everybody's business and many different organisations in all sectors have a pivotal role to play in creating the conditions for good health. We will work collaboratively to improve health outcomes by influencing the wider determinants of health, which include education, income, employment, transport, the environment and housing. We will also work together to enable local people to take responsibility for their own health, so that healthy lifestyle choices are easier to make, and become the norm in Worcestershire.

Reducing health inequalities is important because living as long and as healthy a life as possible should not depend on where you live, or on other factors such as gender, age, disability, or ethnicity. Much of the difference between social groups in terms of health outcomes can be explained by differences in lifestyle choices. For example, people who smoke, are inactive, eat too much and drink too much alcohol are all at far greater risk of ill-health and premature mortality, and these people tend to be disproportionately clustered in particular groups such as areas of high deprivation. The costs of these lifestyle choices are high, both for the individual, and for society. The avoidable disease burden of illness caused by obesity for example, may threaten to overwhelm our health and social care services if current trends are not reversed.

Improving the quality of life and independence of those with longterm illness and older people is important because the demography of the county is such that they make up a rapidly rising proportion of the whole population. It is essential that problems in later life are prevented as much as possible by the promotion of health improvement through lifestyle choice. It is also essential that the latest evidence as to what works is applied in supporting those who already find it hard to live independently. The application of new technologies and service redesign will be important areas for collaboration and partnership working as we face the demographic challenges of the County. We will also maintain the principle of people being empowered to make their own decisions about how they live, ensuring that choice is always possible, with the development of a more vibrant health and social care sector, including too the incorporation of the Big Society opportunity.

Improving mental health and well-being is important because this underpins so much of our overall ambition, to make Worcestershire a vibrant and healthy place to be. Families, individuals, and communities thrive when overall mental health and well-being is good, and they struggle when it is not. Working together to reach those who need help, and to promote mentally healthy lifestyles so that mental ill-health does not develop, is key if the county is to provide the best environment it can for those living in it. At a time of economic challenge and rapid social change, mental health can be compromised, and developing a resilient population can be one of our most effective ways of making sure that the County is fit for the future.

Health and Well Being Priority outcomes for the next 10 years are:

- To reduce health inequalities between social groups in terms of health and quality of life outcomes
- To improve the quality of life and independence of older people and those with a long-term illness
- To improve mental health and well-being.

Our Vision

"We will make Bromsgrove District the place to live, do business and to visit."

About Bromsgrove District

Geography and Population

Bromsgrove District is in North Worcestershire and over 90% of its 83.9 square miles is greenbelt. The population is estimated to be almost 93,400¹ and nearly 20% are aged over 65, which is 3% higher than the national average². This proportion is set to increase which is likely to significantly impact on policy and planning for the District.

Economy and Employment

The economic picture is comparatively positive and business survival rates remain above the national average³. The District's median household income is the highest in the County⁴ and the Claimant Count Unemployment Rate has been consistently lower than regional and national figures since October 2007⁵. However, the highest claimant rate is in Charford, followed by Sidemoor and Catshill Wards⁶ and the same three wards have high claimant rates for 18-24 year olds, putting them in the top ten wards in the County⁷.

Bromsgrove Town Centre is a major area of economic concern and its extensive redevelopment is underway. Improving the shopping and other facilities has come up as a key issue for residents.

Health and Wealth Inequalities

The health of people in Bromsgrove District is generally better than the England average according to the District's Health Profile 2011. However, the profile also points out that 16.8% of Year 6 children and 24.9% of adults are classified as obese. There were 1,710 hospital stays for alcohol related harm in 2009/10 and there are approximately 140 deaths from smoking each year. The Profile states that priorities in Bromsgrove include obesity, alcohol misuse and falls in older people.

Although over 46% of residents are classed as 'Wealthy Achievers'⁸ there are pockets of deprivation, most notably in Charford. The Indices of Multiple Deprivation 2007 (specifically income, health and education indicators) show Charford and Sidemoor as the areas of greatest need.

The demand for property within the District has had a significant impact on property prices which are higher than the County average. Therefore, affordability is an issue and suitable housing for the elderly is also a concern.

Crime

Bromsgrove District is a low crime area; however, domestic burglary rates have been high at times and the District's proximity to a large conurbation and its excellent motorway links are unfortunately contributing factors. Reported crime and disorder in Bromsgrove town centre is relatively low, and it is important that it remains this way as its landscape evolves through its regeneration. Anti-social behaviour continues to be high on the national agenda and recent research has also identified domestic abuse as a key concern.

Environment

The District is rich with biodiversity, geodiversity and attractive landscape. It has approximately 37,772 households⁹ and most CO₂ in Bromsgrove is produced from housing, followed by transport and businesses. With the cost of fuel increasing, more people are likely to suffer fuel poverty which has

¹ Office of National Statistics, mid-year estimates, 2010 (R&I Unit, Worcestershire County Council)

² Ibid

³ Office of National Statistics 2010, Business Demography 2009 (Local Economic Assessment Profile)

⁴ CACI Ltd, 2010. PayCheck (Worcestershire County Economic Assessment 2010-11)

⁵ Office of National Statistics, 2010. Claimant Counts downloaded from NOMIS (Local Economic Assessment)

⁶ Worcestershire County Economic Monthly Summary - July 2011

⁷ Office of National Statistics, 2010. Claimant Counts downloaded from NOMIS (County Economic Monthly Summary - July 2011)

⁸ Acorn, CACI, 2010 (Local Economic Assessment Profile)

⁹ Figure derived from CLG (Bromsgrove District Profile, R&I Unit, Worcestershire County Council)

social and health implications. Good energy management makes good environmental and economic sense. Reducing CO₂ emissions is a considerable challenge and remains a national priority.

Bromsgrove Partnership Priorities

The Bromsgrove Sustainable Community Strategy for 2010-13 and the priorities within that were based on an understanding of the available evidence and the views of the public. These priorities were reviewed in 2011 and simplified to the top three priorities. Key outcomes agreed for each priority and the Theme Groups responsible for delivering on those priorities, are shown below:

Priorities	Key Outcomes	Theme Groups
Economic Growth	<ul style="list-style-type: none"> • Regeneration of the Town Centre • Effectively market Bromsgrove District • Encourage business growth (including retention of businesses) 	Economic Development Theme Group
Balanced Communities	<ul style="list-style-type: none"> • Reduce alcohol misuse and smoking, encourage healthy diet and exercise and improve perception of mental health issues • Implement an age well scheme and focus on falls prevention • Deliver accessible, localised and sustainable services for vulnerable neighbourhoods via The Trunk (Areas of Highest Need Project) • Provide positive activities for young people 	Balanced Communities Theme Group
	<ul style="list-style-type: none"> • Reduce the fear of becoming a victim of domestic burglary • Maintain safe clean streets by tackling night time economy and reducing graffiti • Protect communities by tackling domestic abuse, youth related anti-social behaviour and supporting vulnerable people 	Bromsgrove Community Safety Partnership
Environment	<ul style="list-style-type: none"> • Reduce CO₂ emissions through improved energy efficiency in housing and businesses • Explore improving biodiversity and nature in key strategic sites; and how land use influences carbon emissions / carbon sinks • Ensure shared priorities are delivered in a cohesive way e.g. environmentally sustainable town centre 	Better Environment Theme Group

Delivery

Bromsgrove Partnership operates a Board and four Theme Groups and it is those Theme Groups which are the delivery arm of the Partnership. Theme Groups will decide the best way to meet the agreed priorities and their measures of success. Any barriers to delivery which they face will be dealt with by the Board. As many of the issues being tackled overlap across more than one Theme Group, all cross-cutting challenges and identified gaps will be considered at Board level to ensure a truly effective and cohesive partnership approach is taken.

The Trunk is the Bromsgrove Partnership's Areas of Highest Need project and is a multi-agency partnership which began in 2009. EPIC, a community interest company, was commissioned by Bromsgrove Partnership to run The Trunk and it is already delivering a programme of learning, skills acquisition, support activities and community resources for the residents of Charford and Sidemoor primarily with an outreach programme for Catshill residents. We will continue building on the project's success to ensure sustainability for the future.

With many organisations seeing a reduction in resources, Bromsgrove Partnership believes good partnership working is now even more crucial. Therefore, we will continue to work hard to meet the existing and future needs of our local community in the most effective and efficient way.

District Priorities - Malvern Hills Partnership

Our vision:

To build a district where people live in supportive communities; travel without reliance on owning a car; feel free from crime and the fear of crime. A place where the rural character and beauty of the area is looked after, where people can enjoy a good standard of living and health and wellbeing, have secure, well paid and fulfilling jobs and live in an affordable home that suits their needs.

The district:

The Malvern Hills District covers 577km of west Worcestershire. A predominantly rural area it is sparsely populated, consisting of many hamlets and villages. It is due to this rurality that over 32,000 (45%) of our residents live in areas which are amongst the 10% most deprived areas nationally in terms of geographical barriers to services, such as GP surgeries, general stores, primary schools and post offices.

A generally affluent and content district, with a cohesive community living in excellent surroundings and satisfied with the local public services it receives, the area can be characterised as a good place to live and work. However, there are pockets of deprivation. The ward of Pickersleigh has a number of areas which are in the worst 10% nationally in terms of income deprivation. It is estimated that 66% of the Pickersleigh population will most likely die before they reach 75, compared to the county as a whole. Unemployment levels are also at their highest in Pickersleigh, followed by Priory, Chase, Hallow and Baldwin and Lindridge.

With an already elderly population, projected to increase even more over the next 20 years, there will be greater demands on health, council and community services. The district already has 25% more hip fractures amongst the elderly than the national average, with a prediction that hospital admissions due to fall or hip fracture, which currently sits at around 1630 per year, will increase to 2,500 per annum.

Further to that, some of the things that make the district such a seemingly idyllic place to live; such as the close vicinity to the River Severn and the River Teme, whilst adding to the rural beauty of the district, means that the area is prone to flooding. Major floods occurred in 2000 and again in 2007, with a number of households and businesses displaced. The town of Tenbury was hit particularly badly due to a brook, which runs alongside the town's high street, overflowing onto the road. With no flood defences in place, the town has remained vulnerable, with over 200 properties rated as having a real risk of flooding.

The natural beauty of the area – the Hills themselves are classified as an Area of Outstanding Natural Beauty – together the close proximity of the towns to major road networks and transport links, and the fact children and adults enjoy healthier and more active lives, has made the district a desirable place to live. Decent affordable housing is regularly rated as one of the top five things that most need improving according to our residents. This will only intensify as the population lives longer; with older people occupying properties that have outgrown their needs.

Priorities of the Malvern Hills Partnership:

The Malvern Hills Partnership has recognised that there are a number of challenges that cannot be tackled by one organisation alone. Instead, in order to add real value, issues must be addressed collectively in order to be truly effective.

Our priorities are:

- To reduce the impact of rurality on our local communities
- To tackle issues associated with inequalities, including health inequalities
- To raise awareness of key environmental issues and to drive down our reliance on fossil fuels
- To protect residents and businesses from the impact of flooding

Delivery

Rurality

The Malvern Hills Partnership will ensure residents have better access to the services they need. In understanding the issues facing those living in rural areas; particularly with regards to transport and access to health services, the Partnership will work to ensure current and future services are more accessible. This includes meeting the specific needs of older residents and helping them to engage with public services so that they receive the support they need, as well as working with people throughout their lives to maximise the length of disability free life. Work in this area will lead to improved satisfaction and importantly, will reduce the deprivation rating for our rural residents.

Inequalities

The Malvern Hills Partnership will increase the ambition and aspiration of the residents living in our most deprived wards, starting with Pickersleigh. By building confidence and establishing projects and services right from the heart of the community, the partnership will have a positive impact on the lives of residents. Reducing levels of inequality will, in the medium to long term, drive down the fear of crime, whilst improving health outcomes, increasing employment and encouraging more resident involvement in positive activities. In turn, this will lead to more residents feeling a real part of their local communities.

Climate Change

The Partnership, through its support of Transition Malvern Hills and by the example set by partners, will seek to reduce carbon and greenhouse gas emissions. This partnership working will lead to a reduced carbon footprint for the district and an increased public understanding of what can be done to tackle climate change.

Flood Protection

By continuing to petition Central Government and by working together to identify and promote flood protection solutions to river and surface water flooding, the Partnership can collectively achieve more than one organisation alone. In time, this will mean a district where people can live without the fear of flooding.

District Priorities - Redditch Partnership

Vision

The Redditch Sustainable Community Strategy is built around a shared vision for the Borough. It is envisaged that by 2026:

'Redditch will be successful and vibrant with communities that have access to good job opportunities, good education, good health and are communities that people will be proud to live and work in'.

About Redditch

Redditch is situated in the north east of Worcestershire and lies 15 miles south of the West Midlands conurbation. The Borough covers a total of 54 square kilometres, and is comprised of several communities focused around district centres. Redditch was designated a New Town in 1964 and since then the population has increased dramatically from 32,000 to around 78,813 (2001 census).

Compared to other areas of Worcestershire, the Borough has a higher proportion of young people aged 0-17 (22.4% compared to 20.8% in the County), and a smaller proportion of individuals aged 65 or over (14.1% compared to 18.7% in the County). Redditch has the largest proportion of ethnic minority groups of Worcestershire's six districts with 8% of the population from an ethnic group.

In 2009, the then Government's performance assessment regime, the Comprehensive Area Assessment (CAA) gave Worcestershire a 'red flag'. This red flag was given specifically for the differences in the quality of life for people living in Redditch compared to people living in the rest of Worcestershire. Particular areas highlighted included: lower life expectancy; high levels of smoking; poorer GCSE exam results; more people reliant on benefits; and more families on a low income.

Health Inequalities

In broad terms the health of people in Redditch is similar to the England average; however, there are significant differences in health and well being between Redditch and Worcestershire. Inequalities particularly exist in lifestyle choices including smoking, physical activity, and alcohol.

Nationally, alcohol abuse has been flagged as an issue and Redditch is no different. Approximately 19.3% of people in Redditch are considered to be "binge drinkers" and there are approximately 1,629 hospital stays per year for alcohol related harm. Levels of smoking have also been identified as an issue of concern for Redditch. The prevalence of adults who smoke is estimated at 22% which is just below the England average of 22.2% and the worst in the County. According to the 2010 Health Profile, 29.9% of adults in Redditch are classed as obese. The percentage of adults classed as healthy eaters has decreased since 2009 from 24.3% to 21.7% and is now significantly worse than the England average.

Educational Attainment

Educational performance of pupils in Redditch has been recognised as an issue over many years. Redditch has consistently fallen behind Worcestershire in the percentage of pupils achieving 5 or more GCSEs at grades A* to C. Data from 2009 and 2010 shows that while average results are getting better in Redditch, they are still behind those of the County as a whole.

The Economy

Job losses for people living in Redditch have increased the most and recent statistics from the Office for National Statistics show that more people are out of work with the overall unemployment level in Redditch at 8.7%. This is 0.6% lower than the regional average, but 0.8% higher than the national average. The gap between the unemployment level for Redditch and Worcestershire is 4.2% with Worcestershire's unemployment level at 4.5% (as at March 2010).

Pockets of Deprivation

According to the Indices of Multiple Deprivation 2007, from the district level summary (where 1 is the most deprived) of the average deprivation score, Redditch is ranked 131st out of 354 areas nationally. This is the most deprived area in Worcestershire. Redditch is in the top 40% most deprived districts.

The most deprived areas in Redditch include parts of Winyates, Church Hill, Batchley and Woodrow. Winyates housing estate is the most deprived area in Redditch, and is the sixth most deprived area in the County. Based on this evidence, Redditch Partnership decided to focus its Areas of Highest Need project on Winyates Centre and the immediate surrounding area.

Priorities

- 1. Health Inequalities** - focus is on three issues: smoking, alcohol; and obesity / health lifestyles.
- 2. Education attainment and raising aspirations of young people** - focus is on three issues: improving literacy and numeracy; raising aspirations; and improve statistical levels of attainment.
- 3. The economy of Redditch with a focus on providing a larger and more diverse job offer** - focus is on three broad issues: promotion of Redditch as a business location; jobs and worklessness; and fostering economic ambition in young people.
- 4. Areas of deprivation with an initial focus on Winyates and Church Hill** - Winyates project focuses on: enhanced security measures for residential areas in Centre; and community engagement in the area.

Delivery

Four action plans have been produced which focus on the four priority areas. They contain actions which are to be undertaken in partnership and which are not already being undertaken by partner organisations as part of their core business. Delivery of the action plans is driven by the Theme Groups with regular reports up to the Redditch Partnership Management Board. The action plans are viewed as 'live' documents which can be altered and amended as new projects come on stream or if circumstances change.

The actions listed are just the start and Redditch Partnership must develop and build on these over the next three years, responding to new ideas and developing innovative solutions to meet the Vision it has set out for Redditch. The yearly meeting of Redditch Partnership will formally review overall progress towards achieving the vision and also hold the Partnership Board to account.

District Priorities - Worcester Alliance

Our Vision:

The Worcester Alliance vision is to make Worcester a **"First Rank Cathedral and University City"**.

This means developing the services, the infrastructure and the quality of life for local people to the level that one would expect of Europe's best historic cities.

About Worcester City

Worcester is an historic and thriving city on the banks of the river Severn. It is the county town for Worcestershire and is a key regional centre of economic and social activity. The total population of Worcester is 94,721, the distribution of age is broadly in line with the UK average with the majority of residents in the 20-55 age bracket. About 5% of Worcester's population is made up of black and minority ethnic communities.

Worcester is already a great place to live, work and visit surrounded by an outstanding natural environment. It has a vibrant retail economy which is important for the City's future and tourists and visitors make a significant contribution to the local economy. In 2010, they generated around £80m of spend and sustained around 2000 jobs with an estimated 1.3m trips. The city is home to over 2,300 businesses in a range of industrial and commercial sectors and important future plans include the delivery of the Worcester Technology Park. However, the city also has the lowest rate of business births in the county and needs to grow more of its own businesses to ensure a sustainable economy with a balance of local and national and global businesses.

The new Worcestershire Local Enterprise Partnership (LEP) is will play a key role in the future development of the City's economy through its role in encouraging inward investment, stimulating the local economy, identifying barriers to growth and promoting schemes, for example to meet transport infrastructure demands, that will remove or reduce these barriers.

Average household income in Worcester in 2010 was £35000 which is lower than both the County and national average and more households in Worcester City fall into the lowest income bracket, earning less than £10,000 per year. In Worcester 3.9% of the population aged 16-64 were claiming Job Seekers Allowance in July 2011, slightly higher than the average for Worcestershire of 3.2%. However, this figure rises to 7.6% in Gorse Hill and 7.2% in Warndon. Overall employment rates are only slightly lower in the city than the county average at 74.2% compared to 74.3 % and higher than the England average of 70.4%. 65% of residents work in or around the City.

There is still a great disparity between the quality of life for people living in different localities in the city, which ranges from some of the highest to some of the lowest in the country in terms of prosperity, health, crime and educational attainment. The percentage of residents aged between 16 - 74 years who have no qualifications has reduced since 2007, 27.6%, lower than both the Worcestershire and England average 28.1% and 28.9%, respectively, ensuring that all young people in the City have access to education, training and employment opportunities remains a priority. A slightly higher percentage than the County and national average have achieved higher level qualifications at 20.4% compared to 19.3% and 19.9% respectively.

We need to work with our partners to ensure that the City continues to grow and provide the jobs, homes and infrastructure that will enable it to successfully compete with larger centres in the West Midlands and a vision and plans for future growth and development are being developed through the South Worcestershire Development Plan and a new city centre masterplan.

Worcester City Priorities

Priority One - Economy

- To have the right infrastructure in place to support a successful and growing economy
- To support business growth and expansion and attract new businesses which provide a diverse economy and more, higher paid, quality jobs
- To ensure the City has a vibrant retail offer
- To make sure that people have the right skills for existing, growing and new businesses
- To develop plans to reduce the numbers of young people not in employment or education and encourage more apprenticeships

Priority Two – Communities

- To improve the quality of life for local residents across the City as a whole and with a focus on areas of highest need
- To work creatively and innovatively in partnership with local communities to tackle local issues and meet local needs and build resilience
- A range of quality housing which meets local needs and supports cohesive neighbourhoods
- To ensure local people benefit from improved health and wellbeing, reducing health inequalities in the City and promoting healthier lifestyles

Priority Three – Environment

- To ensure Worcester continues to be an attractive place to visit, work and live in, enhancing and protecting open and green space which is seen as important
- To help make the city resilient to flooding, climate change and extreme weather events
- Promoting strong planning policies and working with partners to minimise the impact of development on the natural environment

Delivery

The Worcester Alliance recognises that if we want to improve the lives of local people we need to work in partnership, joining up services and bringing agencies and communities together to tackle issues.

In Autumn 2011 the Worcester Alliance plans to review how it works as a partnership to make sure that we have the right structures in place, and will also be developing robust plans to tackle the priorities identified above. We will build on the work that has already been undertaken through Worcester Forward, the previous Sustainable Community Strategy, for example the Areas of Highest need project.

District Priorities - Wychavon Strategic Partnership

Our vision

Our vision is of a strong, vibrant district with a thriving and distinctive local economy. A place where people live in decent, affordable homes and people are healthy regardless of which area they live in. A place where people are involved in their local communities; where older people feel supported and young people have positive things to do and decent prospects.

Our district

Wychavon covers 673km² of the southern and eastern parts of Worcestershire. It is the largest of the six Worcestershire districts. The three main towns of Droitwich Spa, Evesham and Pershore, along with the village of Broadway, account for almost half of the district's population. The rest of the district is more sparsely populated and includes nearly 100 smaller villages and hamlets.

The Wychavon district has a population of around 117,000. This is predicted to increase, at a faster growth rate than the national average, to 124,700 by 2026. The proportion aged under 16 is set to fall to below 15% by 2026, whilst the proportion aged over 60 is due to increase to 37%. An increasingly ageing population will place greater demands on health, housing and other public services.

The district is a good place to live and work, with a rich natural environment, historic heritage and low crime levels. 87% of residents are satisfied with the local area as a place to live and 69% feel they belong to their neighbourhood. Activities for teenagers are residents' second highest priority for improvement.

There are approximately 51,500 homes in Wychavon. Levels of home ownership are high at 76%. Wychavon has over 2,250 housing register applicants in housing need – the highest levels in Worcestershire. With the mean cost of a dwelling eight times the average household income, there is a significant shortage of affordable housing to buy and rent. This will increase as the population lives longer and older people occupy properties that have outgrown their needs.

Wychavon is home to over 5,000 businesses. A significant percentage of the workforce is employed in manufacturing, hotels and restaurants, agriculture, food distribution and the public sector. Since 2007 there has been a significant fall in business creation rates and in 2009 enterprise deaths exceeded births by around 30%.

Unemployment levels, which have been traditionally very low, are currently around 3%. 8% of working age people are claiming key out of work benefits. 18% of 16 to 64 year-olds are economically inactive, or classed as 'workless'. 9.7% of the population have no qualifications. There is a skills gap in the Droitwich area, which is related to the lack of a local college.

Overall, the district is relatively well-off and lies in the bottom third of most deprived local authorities in England. But three areas are in the top 30% most deprived nationally and 15 areas are among the 10% most deprived nationally in terms of barriers to housing and services. This is related to the rural character of the district and limited public transport options in some rural areas. There are also smaller pockets of deprivation in parts of the district.

Wychavon has the second highest average household income in Worcestershire; but income levels vary significantly across the district. Overall, 12% of children are living below the official poverty line. However, there is a wide geographic variation in levels of child poverty across the district. In one Droitwich ward, levels are nearly 51%.

80% of residents consider their health to be good or very good. Life expectancy is above the England average. Death rates from heart disease, stroke and cancer have fallen over the past ten years. However, the gap in life expectancy between people in the most and least deprived areas has widened. People from the least deprived areas can expect to live around six years longer than those in the most deprived areas. Wychavon has one of the highest proportions (24.8%) of overweight or obese children in reception year in the county and nearly a third of children in Year 6 are overweight or obese.

Our priorities

Wychavon Strategic Partnership recognises that a number of the challenges described above cannot be tackled effectively by one organisation alone. We have identified seven priorities where we will work together to make a real impact, with sustainability as an overarching principle: These are:

1. Supporting and improving the local economy
2. Developing skills and lifelong learning
3. Delivering housing that meets local needs
4. Reducing health inequalities and promoting healthy lifestyles
5. Supporting older people
6. Providing positive activities for young people
7. Supporting people to play an active role in their communities and to take responsibility for improving their lives

Delivery

Partners on the Wychavon Strategic Partnership will seek to deliver these priorities as sustainably as possible through action to:

- Support urban and rural businesses, boost town centre economies, promote tourism, raise income levels, encourage environmental technology and local distinctiveness
- Increase employability and work-based skills, family learning, adult literacy and numeracy, and language skills
- Build more affordable housing, better match homes to needs, bring empty homes back into use and improve the condition of existing homes
- Take action to reduce the incidence of heart disease, diabetes and alcohol consumption, and tackle obesity in children and health inequalities in deprived areas
- Support older people within their own homes, encourage independent living, health and well-being, and quality of life
- Encourage volunteering, personal and social responsibility and enable change in neighbourhoods.

We will also deliver some of the priorities through the **Opportunity Vale of Evesham** project. This is providing help to around 1,430 hard pressed households in 11 small areas in the Vale of Evesham. Through this project we are improving skills and confidence, reducing fuel poverty and improving health.

District Priorities - Wyre Forest Matters

Our vision:

To build a district which people want to live in and visit; where they feel free from the fear of crime and a place where the unique rural character and beauty of the area is looked after by all. A district where children can thrive and look forward to the possibility of suitable employment following their education. Where business is actively encouraged and the economy becomes stronger and where the population are healthy whatever their age.

The district:

The area takes its name from The Forest of Wyre, once a medieval hunting forest, now a popular visitor attraction. The three main towns of Kidderminster, Bewdley and Stourport-on-Severn and several surrounding villages like Arley, Rock, Chaddesley Corbett and Wolverley make up the district. The area is both rural and urban and there are pockets of wealth and deprivation throughout the district.

The area has some of the best attractions in the Midlands from an exciting safari and leisure park to Britain's premier steam railway.

The Wyre Forest District has a population of 98,000 people and is situated in north Worcestershire. Of the six Worcestershire districts, Wyre Forest has the smallest proportion of young people (aged 0-19). Worcestershire as a whole is characterised by an ageing population, with a declining proportion of young people (aged 0-19) and an increasing proportion of older people (aged 65 or more). Among older people, there is a gradual but entirely predictable increase in the number of people aged 85 years or more.

There is a strong and direct correlation between the increase in the proportion of elderly people and the number of those with disabilities and other medical conditions.

Wyre Forest District had an estimated population (mid 2005) of 98,000 people, of which 3,000 people, or 3.1 per cent, were of minority ethnic origin. Wyre Forest has a distinctive community of 500 people of Bangladeshi origin, by far the largest in the county, owing its foundation historically to the availability of work in the Kidderminster carpet industry. There is also a well-established gypsy and traveller community living locally, many now settled in houses, but no reliable data exists on numbers.

50.8 per cent of the Wyre Forest population are women. The Census 2001 showed that women were far more likely than men, in a ratio of 9:1, to live in lone-parent households with dependent children, and, if working, to work part-time. Wyre Forest had 2,048 lone-parent households with dependent children, of which 89.2 per cent, were headed by women, with 31.8 per cent of those women in part-time work.

Of the six Worcestershire districts Wyre Forest has the lowest proportion of economically active people and people in employment.

Wyre Forest has the highest proportion of economically inactive people with nearly 20 percent of the county's claimants for Job Seeker's allowance. It also has the lowest rate of gross weekly pay at £405, almost £50 less than the county average, £150 less than for Bromsgrove, and £260 less than for Malvern Hills.

The major causes of death, circulatory diseases and cancers, are lifestyle related. To maintain the reductions in death rates, Wyre Forest will need to reduce smoking and alcohol consumption, and tackle obesity through a better diet and more physical activity.

Our priorities:

- A. To boost the economy and encourage employment within the district**
- B. To encourage better health and well-being**
- C. To help to provide education as a means to employment**
- D. To improve the local environment**

The work of Wyre Forest Matters:

Wyre Forest Matters has recognised that there are a number of challenges that cannot be tackled by one organisation or project alone. Instead, in order to add real value, issues must be addressed collectively in order to be truly effective.

Delivery

We aim to:

- Continue with a strategic, business-led approach to regeneration via the ReWyre initiative. To work towards improved infrastructure and connectivity including improved road links with the motorway network and promoting our high capacity broadband advantages to potential new businesses. Assist partners to boost the economy within the district using various methods including promoting and increasing tourism, helping local businesses to use local suppliers and encouraging employment by linking in with local businesses and promoting programmes such as apprenticeships.
- Improve the health and well-being of the district by promoting healthier lifestyles and encouraging young people to improve their fitness levels through differing methods. We will also be promoting the advantages of staying fitter to older residents in order to maintain health in older age. The partnership will focus on assisting partners in their projects to reduce obesity and alcohol dependency in people of all ages.
- Improve the local environment and continue to make Wyre Forest a desirable place to both live in and to visit. The partnership will promote the work being done by partners to restore local heathlands and rare plants and insects as well as encouraging public participation in the running of local spaces such as parks. The partnership will be active in assisting the Community Safety Partnership and Prevent team to make sure Wyre Forest remains a safe place to live in. This partnership will also lead to an increased public understanding of what can be done to tackle climate change.
- Improve education as a means to gain employment in the district. The partnership will work together to provide a link between business and education in the district and to reduce the gaps in skills and knowledge for those seeking employment at all ages but will focus on school leavers, those recently made redundant and those out of work with low skills levels. This in turn will help to raise aspirations and improve recruitment and retention levels in local businesses.

Contact information

For further information about this strategy and the Worcestershire Partnership please contact:

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Description	Balance c/fwd 31 March 2011 £000	Balance at 30 June 2011 (Q1) £000	Transfers In (New Reserves) £000	Drawdown from Reserves £000	Balance at 30 Sept 2011 (Q2) £000	Planned movement Oct 11 - Mar 12	Projected balance 31 March 2012	Additional Information
Building Control Partnership Reserve	-27	-27			-27	22	-5	Part of 11/12 budget savings
Liveability Reserve	-16	-16			-16	3	-13	For draw down over 5 years - Barnsley Hall football pitches
LPSA Reserve	-2	-2			-2		-2	
Litigation Reserve	-50	-50			-50	9	-50	Potential liability arising from ongoing legal cases
Sports Partnerships Reserve	-19	-19			-19	21	-10	Funding post
Area Committees	-21	-21			-21	170	-42	£170k part of 11/12 budget savings
Local Plans Inquiry	-212	-212			-212	6	0	Part of 11/12 budget savings
Housing - Nightstop	-6	-6			-6	2	0	
Housing needs assessments and surveys	-2	-2		5	-38	18	-20	32k Electricity refund
Town Centre Development	-43	-43			-43		-3	
Single Status/JE	-3	-3			-3		-3	
Shared Services Agenda incl Joint CE	-601	-601		10	-591	78	-513	To fund costs relating to extension of shared services
Business Start up grants	-6	-6			-6	10	-6	
Youth Provision Reserve	-10	-10			-10		0	
Activity Referral Scheme	-4	-4			-4		-4	
Town centre Market Stalls	-4	-4			-4	4	0	
Local Strategic Partnership	-2	-2			-2	74	-2	2k for LSP
Recycling Extension	-74	-74			-74		0	
Equalities	-6	-6		2	-4	5	1	Part of 11/12 budget savings / 1.5k added from 10/11 for use in 11/12
Repairs & Renewals Fund	0	0			0		0	
Housing - Education Initiative	-3	-3			-3	3	0	
Sports - H & W SP - Sports Unlimited Grant	-12	-12			-12	13	1	
VRA Subscriptions	-20	-11			-11	20	9	
ICT refresh	-100	-100			-100	0	-100	11/12 projected spend £100k to fund voice over IP capital project
Housing - Mortgage Rescue	-23	-23			-23	14	-9	
Housing - Homelessness	-14	-14			-14		-14	
DWP - Rules - Temp Accommodation	-2	-2			-2	3	-2	
DWP - In & Out work	-3	-3			-3		0	
Computer Equipment	-30	-30			-30	30	0	Equipment ordered within 10/11 but not delivered by 31st March

Is the virement for 2011/12 Only or for future years?	Virement From:			Virement To:			Reason for virement
	Account	Cost Centre	Amount £	Account	Cost Centre	Amount £	
2011/12	N03 – Earmarked Reserves	GF03	-29,285	D57 – Computer Software	RB10	29285	Post transferred to Customer Services
Future Years	D53 – Postage & Packing	ES01	-32,284	D53 – Postage & Packing	CD45	32,284	Budgets transferred to correct cost centre
Future Years	A01 - Salary	DW21	-31,000	E31- other local authorities	CS21	31,000	New Enforcement post to be transferred to Community Safety

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Semi-Annual Treasury Report 2011/12

1. Background

The Treasury Management Strategy for Bromsgrove District Council has been underpinned by the adoption of the Chartered Institute of Public Finance and Accountancy's (CIPFA) Code of Practice on Treasury Management 2009, which includes the requirement for determining a treasury strategy on the likely financing and investment activity for the forthcoming financial year.

The Code also recommends that members are informed of Treasury Management activities at least twice a year. This report therefore ensures this authority is embracing Best Practice in accordance with CIPFA's recommendations.

Treasury management is defined as: "The management of the local authority's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."

2. Economic Background

Growth: Global growth prospects deteriorated considerably over the six months to September, moving from an expectation of modest expansion to the risk of a double-dip recession. Q1 2011 GDP in the UK was 0.5% but was just 0.2% in Q2. Even economies like Germany's, which were hitherto seemingly strong, began to flounder with growth registering 0.1% in Q2.

Inflation: Inflation remained stubbornly high. Annual CPI for August was 4.5%; CPI had remained above MPC's 3% upper limit for 20 consecutive months and required the Bank of England's Governor to write his seventh open letter to the Chancellor. The Bank believed the elevated rate of inflation reflected the temporary impact of several factors: the increase in the VAT rate to 20%, past increases in global energy prices and import prices.

Employment / Consumer Confidence: Weakness persisted in the labour market. Job creation was unable to absorb the 90,000 quarterly growth in jobseekers, particularly those in the 16-20 age bracket. Unemployment on the ILO measure rose to 7.9%. High inflation trumping average earnings growth of only 2.9%, scarce availability of credit, stagnant house prices, all combined to lower disposable income, squeeze household spending power and leave consumer confidence fragile.

Central bankers' policies were driven by the feeble growth outlook rather than the upward trend in inflation. The Bank of England's August Inflation Report downgraded the growth forecast even as it acknowledged energy price rises could push CPI to 5% before inflation fell back to the 2% target over the medium-term. The UK's strategy of combining loose monetary policy (the Bank Rate had remained at 0.5% for 2½ years and Quantitative Easing at £200bn) with tight fiscal policy supported the rebalancing of the economy and also commanded support in the markets.

The protracted and unseemly political impasse to resolve the US debt ceiling issue turned a debate into a debacle. A lack of both political governance and measures to address the high debt burden (put off until after the 2012 presidential election), ultimately led Standard & Poor's to downgrade the US Sovereign from AAA to AA+. The country's weak economic and fiscal situation and an unemployment rate of 9.1% left the Federal Reserve little option but to commit to "exceptionally low" interest rates until mid 2013.

The European sovereign debt crisis deepened. The agreement in July to address Greece's fiscal problems and broaden the mandate for the European Financial Stability Facility (EFSF) only bought

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time for the Eurozone as market pressure increased on Italy and Spain, but did little to address the issue of overburdened sovereign balance sheets.

The European Banking Authority released the results of the second of its stress tests in July. 8 banks (two Greek, one Austrian and five small domestic Spanish banks) out of 91 banks failed the tests. All of the UK and non-UK banks tested by the EBA and which are on the Council's lending list met the 'stressed' Core Tier 1 Ratio of 5%, none were adjudged as 'near-failed' (i.e. having ratios between 5% and 6%).

Gilt yields and money market rates: The economic uncertainty resulted in analysts postponing the likelihood of an increase in the UK Bank Rate until mid 2012. Gilts were considered a safe haven and benefited from market turmoil. Gilt yields fell to their lowest levels in five years. 5-year gilt yields fell to 1.25%, 10-year yields to 2.2% and 20-year yields to 3.05%.

PWLB borrowing rates fell commensurately (the Board maintained the +0.90% margin above the equivalent gilt yield for new borrowing).

There was very little change to Libor and Libid rates as at 30/09/2011, the differential between 0.1% to 0.2% for maturities up to 12 months.

4. Investment Activity

The Guidance on Local Government Investments in England gives priority to security and liquidity and the Council's aim is to achieve a yield commensurate with these principles.

Investments

	Balance on 01/04/2011 £000s	Investments Made £000s	Investments Repaid £000s	Balance on 30/09/2011 £000s	Increase/ Decrease in Investments
Short Term Investments	12,575	38,425	36,000	15,000	2,425
TOTAL INVESTMENTS	12,575	38,425	36,000	15,000	2,425

Security of capital has remained the Council's main investment objective. This has been maintained by following the Council's counterparty policy as set out in its Treasury Management Strategy Statement for 2011/12. New investments can be made with the following institutions/instruments:

- Other Local Authorities;
- AAA-rated Stable Net Asset Value Money Market Funds;
- Deposits with UK Banks and Building Societies systemically important to the UK banking system and deposits with select non-UK Banks (Australia, Canada, Finland, France, Germany, Netherlands, Sweden, Switzerland and the USA);
- Deposits with the DMADF;
- Treasury Bills;
- Bonds issued by Multilateral Development Banks, such as the European Investment Bank
- Pooled funds (collective investment schemes) meeting the criteria in SI 2004 No 534 and subsequent amendments.

Counterparty credit quality is assessed and monitored with reference to: Credit Ratings (the Council's minimum long-term counterparty rating of A+ (or equivalent) across rating agencies Fitch, S&P and Moody's); credit default swaps; GDP of the country in which the institution

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operates; the country's net debt as a percentage of GDP; sovereign support mechanisms /potential support from a well-resourced parent institution; share price.

Credit Risk

Counterparty credit quality has progressively strengthened/been maintained through the first half of the year, as can be demonstrated by the Credit Score Analysis summarised below:

Date	Value Weighted Average - Credit Risk Score	Value Weighted Average - Credit Rating	Time Weighted Average - Credit Risk Score	Time Weighted Average - Credit Rating
31/03/2011	4.23	AA-	4.33	AA-
30/06/2011	3.99	AA-	4.01	AA-
30/09/2011	3.83	AA-	3.84	AA-

Scoring:

-Value weighted average reflects the credit quality of investments according to the size of the deposit

-Time weighted average reflects the credit quality of investments according to the maturity of the deposit

-AAA = highest credit quality = 1

- D = lowest credit quality = 15

- Aim = A+ or higher credit rating, with a score of 5 or lower, to reflect current investment approach with main focus on security

Counterparty Update

Maturity Limits

The lack of real progress in resolving the sovereign debt crisis in Europe began to affect even the stronger Eurozone nations and their banking systems. Market volatility, as measured by the VIX index, spiked sharply in August, banks' share prices fell sharply. Having reviewed all credit indicators the Council, advised by Arlingclose, believed that there were no solvency issues with the banks on the recommended lending list. Nevertheless the share price moves were too sharp to ignore and a prudent response to the tensions and negativity in the markets was required.

The Council responded to the growing stress by scaling back maturities for new investments on the advice of the Council's treasury advisors. Limits for UK banks, Nationwide BS and Australian, Canadian and US banks have now been temporarily reduced to 6 months (Santander UK plc to is restricted to 3 months). Limits for European banks have been temporarily reduced to 1 month. French institutions have been suspended for new investments in response to concerns over funding and their sovereign exposure to peripheral European nations.

On 28th September Clydesdale Bank was suspended from the lending list following the bank's downgrade to A2 by Moody's, which falls below the Council's minimum criteria of A+ or equivalent. *If applicable:* On advice from Arlingclose, the Council's existing term deposit with the bank will be held until maturity on <date>.

During the first quarter Moody's placed the ratings of a number of UK institutions on review for possible downgrade. This is to align their ratings with evolving systemic support post credit crisis. The review is likely to be completed sometime in October and may lead to downgrades of some counterparties on the Council's lending list. The implications of any downgrades will be discussed with Arlingclose and could result in a review of the Council's minimum credit criteria, as set out in its Treasury Management Strategy Statement.

Please amend as applicable: Until early September, where cash-flow permitted the Council followed a cautious investment strategy of a rolling programme of 6 month deposits with named

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counterparties for a proportion of its investments. Longer-dated AAA investments such as bonds issued by the European Investment Bank and World Bank were only borderline in their attractiveness (yields for 3-year EIB bonds fell from 2.2% in April to 1.2% by the end of September).

Budgeted Income and Outturn

The Council's budgeted investment income for the year has been estimated at £68k.

The UK Bank Rate has been maintained at 0.5% since March 2009 and not expected to rise until the end of 2012. Short-term money market rates have remained at very low levels (see Table 1 in Appendix 2). New deposits were made at an average rate of 0.5%. The Council anticipates an investment outturn of £68k% for the whole year.

5. Compliance with Prudential Indicators

The Council can confirm that it has complied with its Prudential Indicators for 2011/12, which were set in March 2011 as part of the Council's Treasury Management Strategy Statement.

6. Outlook for Q3-Q4

At the time of writing this activity report in XXXX 2011, given the precarious outlook for growth it is believed the Bank of England would only raise rates after there was firm evidence that the economy had survived the fiscal consolidation. Therefore, the outlook is for official interest rates to remain low for an extended period, at least until late 2012.

	Sep-11	Dec-11	Mar-12	Jun-12	Sep-12	Dec-12	Mar-13	Jun-13	Sep-13	Dec-13	Mar-14	Jun-14	Sep-14
Official Bank Rate													
Upside risk				0.25	0.25	0.25	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Central case	0.50	0.50	0.50	0.50	0.50	0.75	0.75	1.00	1.25	1.50	1.75	2.00	2.25
Downside risk						-0.25	-0.25	-0.50	-0.50	-0.50	-0.50	-0.50	-0.50

7. Summary

In compliance with the requirements of the CIPFA Code of Practice this report provides members with a summary report of the treasury management activity during the first quarter of 2011/12. As indicated in this report none of the Prudential Indicators have been breached and a prudent approach has been taking in relation to investment activity with priority being given to security and liquidity over yield.

8. Other Information

Capital Financing Requirement

Estimates of the Council's cumulative maximum external borrowing requirement for 2011/12 to 2013/14 are shown in the table below:

	31/03/2011 Actual £000s	31/03/2012 Estimate £000s	31/03/2013 Estimate £000s	31/03/2014 Estimate £000s
Capital Financing Requirement	0	0	0	907
Cumulative Maximum External Borrowing Requirement	0	0	0	907

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In the Prudential Code (November 2009), it states¹ 'Where there is a significant difference between the net and gross borrowing position the risks and benefits associated with this strategy should be clearly stated in the annual strategy.' *If applicable, please set out here:*

- *Reasons that gross borrowing levels exceeding the CFR*
- *Reasons for the Council's large cash balances, e.g. capital receipts from LSVT/Reserves/cash held on behalf of pension fund/school balances/cashflow balances)*

Balances and Reserves

Estimates of the Council's level of Balances and Reserves for 2011/12 to 2013/14 are as follows:

	31/03/2011 Actual £000s	31/03/2012 Estimate £000s	31/03/2013 Estimate £000s	31/03/2014 Estimate £000s
Balances and Reserves	5,208	3,190	2,203	2,079

Prudential Indicator Compliance

(a) Authorised Limit and Operational Boundary for External Debt

- The Local Government Act 2003 requires the Council to set an Affordable Borrowing Limit, irrespective of their indebted status. This is a statutory limit which should not be breached.
- The Council's Affordable Borrowing Limit was set at £3.5m for 2011/12.
- The Operational Boundary is based on the same estimates as the Authorised Limit but reflects the most likely, prudent but not worst case scenario without the additional headroom included within the Authorised Limit.
- The Operational Boundary for 2011/12 was set at £2.5m.
- The Executive Director for Finance and Resources confirms that there were no breaches to the Authorised Limit and the Operational Boundary during the year.

(b) Upper Limits for Fixed Interest Rate Exposure and Variable Interest Rate Exposure

- These indicators allow the Council to manage the extent to which it is exposed to changes in interest rates.
- The upper limit for variable rate exposure allows for the use of variable rate debt to offset exposure to changes in short-term rates on our portfolio of investments.

	Limits for 2011/12 £ / %
Upper Limit for Fixed Rate Exposure	100%
Compliance with Limits:	Yes
Upper Limit for Variable Rate Exposure	100%
Compliance with Limits:	Yes

(c) Maturity Structure of Fixed Rate Borrowing

- This indicator is to limit large concentrations of fixed rate debt needing to be replaced at times of uncertainty over interest rates.

¹ Prudential Code, November 2009, page 4, paragraph E19

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Maturity Structure of Fixed Rate Borrowing	Upper Limit %	Lower Limit %	Actual Fixed Rate Borrowing as at 30/09/11	% Fixed Rate Borrowing as at 30/09/11	Compliance with Set Limits?
Under 12 months	100%	0%	0	0	Yes
12 months and within 24 months	100%	0%	0	0	Yes
24 months and within 5 years	100%	0%	0	0	Yes
5 years and within 10 years	100%	0%	0	0	Yes
10 years and above	100%	0%	0	0	Yes

(d) Total principal sums invested for periods longer than 364 days

- This indicator allows the Council to manage the risk inherent in investments longer than 364 days.
- The limit for 2011/12 was set at £2.0m.
- The Council's policy response since the onset of the credit crunch in 2007 was to keep investment maturities to a maximum of 12 months. There are no investments made for a period greater than 364 days during this period.

Semi-Annual Treasury Report 2011/12**Appendix 2****Money Market Data and PWLB Rates**

The average, low and high rates correspond to the rates during the financial year and rather than those in the tables below

Table 1: Bank Rate, Money Market Rates

Date	Bank Rate	O/N LIBID	7-day LIBID	1-month LIBID	3-month LIBID	6-month LIBID	12-month LIBID	2-yr SWAP Bid	3-yr SWAP Bid	5-yr SWAP Bid
01/04/2011	0.50	0.40	0.54	0.54	0.69	1.12	1.59	1.89	2.36	3.00
30/04/2011	0.50	0.50	0.40	0.49	0.69	1.05	1.52	1.62	2.07	2.74
31/05/2011	0.50	0.40	0.40	0.52	0.69	1.08	1.56	1.53	1.89	2.54
30/06/2011	0.50	0.50	0.40	0.50	0.77	1.06	1.54	1.44	1.82	2.50
30/07/2011	0.50	0.40	0.40	0.50	0.78	1.07	1.55	1.29	1.53	2.09
31/08/2011	0.50	0.40	0.40	0.56	0.86	1.15	1.63	1.27	1.43	1.92
30/09/2011	0.50	0.60	0.60	0.54	0.92	1.21	1.69	1.25	1.38	1.75
Average	0.50	0.41	0.43	0.53	0.77	1.10	1.58	1.42	1.71	2.29
Maximum	0.50	0.60	0.60	0.58	0.92	1.21	1.69	1.95	2.42	3.07
Minimum	0.50	0.40	0.35	0.49	0.68	1.01	1.40	1.08	1.23	1.60
Spread	0.00	0.20	0.25	0.09	0.24	0.20	0.29	0.87	1.19	1.46

Table 2: PWLB Borrowing Rates - Fixed Rate, Maturity Loans

Change Date	Notice No	1 year	4½-5 yrs	9½-10 yrs	19½-20 yrs	29½-30 yrs	39½-40 yrs	49½-50 yrs
01/04/2011	128/11	1.93	3.66	4.81	5.33	5.35	5.31	5.28
28/04/2011	162/11	1.73	3.45	4.61	5.18	5.21	5.17	5.14
31/05/2011	202/11	1.64	3.21	4.43	5.08	5.12	5.09	5.07
30/06/2011	246/11	1.61	3.09	4.42	5.17	5.21	5.20	5.18
29/07/2011	288/11	1.52	2.75	4.06	4.97	5.07	5.06	5.04
31/08/2011	332/11	1.48	2.50	3.71	4.66	4.84	4.87	4.85
30/09/2011	375/11	1.49	2.41	3.49	4.36	4.62	4.70	4.70
	Low	1.42	2.18	3.31	4.24	4.49	4.55	4.54
	Average	1.59	2.92	4.15	4.94	5.04	5.04	5.01
	High	1.97	3.73	4.89	5.41	5.42	5.39	5.35

Table 3: PWLB Repayment Rates - Fixed Rate, Maturity Loans

Change Date	Notice No	1 year	4½-5 yrs	9½-10 yrs	19½-20 yrs	29½-30 yrs	39½-40 yrs	49½-50 yrs
01/04/2011	128/11	0.82	2.37	3.62	4.21	4.24	4.16	4.10
28/04/2011	162/11	0.62	2.16	3.42	4.06	4.10	4.02	3.96
31/05/2011	202/11	0.53	1.93	3.23	3.97	4.01	3.94	3.90
30/06/2011	246/11	0.50	1.80	3.22	4.05	4.10	4.05	4.01
29/07/2011	288/11	0.41	1.48	2.86	3.84	3.95	3.91	3.87
31/08/2011	332/11	0.37	1.25	2.50	3.53	3.73	3.72	3.68
30/09/2011	375/11	0.38	1.17	2.30	3.23	3.51	3.55	3.53

Semi-Annual Treasury Report 2011/12

	Low	0.31	0.95	2.10	3.10	3.37	3.40	3.37
	Average	0.48	1.65	2.95	3.82	3.93	3.89	3.84
	High	0.86	2.44	3.71	4.29	4.31	4.23	4.18

Table 4: PWLB Borrowing Rates - Fixed Rate, Equal Instalment of Principal (EIP) Loans

Change Date	Notice No	4½-5 yrs	9½-10 yrs	19½-20 yrs	29½-30 yrs	39½-40 yrs	49½-50 yrs
01/04/2011	128/11	2.76	3.74	4.84	5.22	5.33	5.36
28/04/2011	162/11	2.55	3.53	4.64	5.05	5.18	5.22
31/05/2011	202/11	2.37	3.30	4.46	4.93	5.09	5.12
30/06/2011	246/11	2.25	3.17	4.46	4.99	5.17	5.22
29/07/2011	288/11	2.01	2.83	4.11	4.73	4.97	5.06
31/08/2011	332/11	1.88	2.57	3.75	4.38	4.67	4.80
30/09/2011	375/11	1.84	2.48	3.53	4.08	4.37	4.54
	Low	1.67	2.24	3.35	3.93	4.25	4.41
	Average	2.17	3.00	4.19	4.73	4.95	5.02
	High	2.82	3.82	4.92	5.30	5.41	5.44

Table 5: PWLB Repayment Rates - Equal Instalment of Principal (EIP) Loans

Change Date	Notice No	4½-5 yrs	9½-10 yrs	19½-20 yrs	29½-30 yrs	39½-40 yrs	49½-50 yrs
01/04/2011	128/11	1.54	2.55	3.70	4.10	4.22	4.25
28/04/2011	162/11	1.33	2.34	3.50	3.91	4.07	4.11
31/05/2011	202/11	1.16	2.10	3.32	3.81	3.97	4.01
30/06/2011	246/11	1.04	1.98	3.31	3.87	4.06	4.11
29/07/2011	288/11	0.82	1.64	2.95	3.60	3.86	3.94
31/08/2011	332/11	0.70	1.39	2.60	3.25	3.55	3.68
30/09/2011	375/11	0.67	1.30	2.38	2.95	3.25	3.42
	Low	0.51	1.07	2.20	2.80	3.13	3.30
	Average	0.97	1.81	3.04	3.60	3.83	3.91
	High	1.59	2.62	3.78	4.18	4.30	4.33

Table 6: PWLB Variable Rates

	1-M Rate	3-M Rate	6-M Rate	1-M Rate	3-M Rate	6-M Rate
	Pre-CSR	Pre-CSR	Pre-CSR	Post-CSR	Post-CSR	Post-CSR
01/04/2011	0.67	0.77	0.89	1.57	1.67	1.79
28/04/2011	0.67	0.71	0.79	1.57	1.61	1.69
31/05/2011	0.66	0.70	0.76	1.56	1.60	1.66
30/06/2011	0.65	0.68	0.71	1.55	1.58	1.61
30/07/2011	0.65	0.67	0.69	1.55	1.57	1.59
31/08/2011	0.65	0.66	0.68	1.55	1.56	1.58
30/09/2011	0.65	0.65	0.66	1.55	1.55	1.56
	Low	0.65	0.65	0.65	1.55	1.55
	Average	0.66	0.69	0.72	1.56	1.59
	High	0.69	0.79	0.91	1.59	1.69

CABINET

7th September 2011

WASTE & STREET SCENE PUBLICITY PLAN 2011 - 2013

Relevant Portfolio Holder	Mike Webb
Portfolio Holder Consulted	Yes
Relevant Head of Service	Guy Revans
Wards Affected	All Wards
Non-Key Decision	

1. SUMMARY OF PROPOSALS

- 1.1 The report contains details of the planned waste and street scene publicity and campaign work from 2011 – 2013.

2. RECOMMENDATIONS

- (i) That the Cabinet approve the 3 year Waste and Street Scene Publicity Plan 2011 – 2013 as set out in Appendix 1.
- (ii) That Fixed Penalty Notices are issued for all dog fouling and littering offences during campaign periods where an enforcement officer is present.

3. KEY ISSUES

Financial Implications

- 3.1 The costs of delivering the Waste & Street Scene Publicity Plan will be met through existing budgets.

Legal Implications

- 3.3 Under the Environmental Protection Act (EPA) 1990, the Council has a duty to keep streets and public spaces clean and clear of litter and refuse and to collect municipal waste. Government guidance recognises the importance of awareness raising and campaign work in delivering street scene and waste collection services.

Service/Operational Implications

- 3.6 In June 2011 Bromsgrove District Council approved the Joint Environmental Enforcement Strategy and appointment of an environmental enforcement officer. Campaigning and the use of good quality promotional materials – statutory notices, standard letters, stickers, cards etc. play an important part of this enforcement strategy. Additionally, regular publicity to promote enforcement activities will take place, and we will ensure that we publicise successful outcomes in relation to a specific event.

- An important part of the role of the enforcement officer is to carry out proactive visible enforcement to tackle problems like littering and dog fouling. Whilst the enforcement officer can use discretion in carrying out environmental enforcement, based on the five stage approach, it is recommended during campaign periods, fixed penalty notices are issued as a matter of course where owners do not pick up after their dog and where residents drop litter. It should be noted that enforcement officers will need to witness the offence in order to issue the notice
- 3.8 The Waste & Street Scene Publicity Plan 2011 – 2013 (Appendix 1) focuses on 8 key objectives which are outlined in the Environmental Service Business Plan 2011-12 or the Joint Municipal Waste Management Strategy for Herefordshire & Worcestershire. All objectives are waste or street scene related issues that are of a concern to residents of both authorities and the authorities themselves:
- To understand the requirements of our customers for street scene & waste services
 - To decrease tonnage of food waste in grey bins
 - To decrease incidents of dog fouling on pavements and open spaces
 - To decrease incidents of fly tipping
 - To decrease incidents of littering
 - To increase reuse tonnage from household waste
 - To increase tonnage of recyclables collected from household waste
 - To decrease tonnage of compostables collected in grey bins
- 3.9 The plan details a number of targeted campaigns covering street scene and waste issues for both authorities and a mix of communication approaches will be utilised in promoting services messages. The 3 year plan is structured around 5 key themes of food waste, dog fouling, recycling, fly-tipping and litter.
- 3.10 We have a number of different messages to convey at different points in the year and often to different audiences therefore a range of diverse communication tools are required to help us to do this and more importantly to engage with our customers. These include Redditch Matters, social networking sites, Council Website, direct emails, livery on waste collection vehicles, attending events, working with the local media.

Customer / Equalities and Diversity Implications

- 3.11 As outlined above, the plan recognises that different audiences require different communication methods and a range of methods will be used as indicated in Appendix 3.
- 3.12 In undertaking a planned publicity plan we aim focus campaign work in areas which are known hot spots. For example, the dog fouling

campaign target areas have been selected due to the level of previous complaints received and problems already known to us. This therefore aims to counteract complaints coming in and thus reduce avoidable contact by addressing the root cause of the issue.

4. RISK MANAGEMENT

4.1 The main risks associated with the details included in this report are:

- Increasing Environmental Crime;
- Unsafe communities (real and perceived);
- Negative Impact on street cleanliness and associate performance indicators.

4.2 Currently the risks identified in are not addressed by any risk register and will be added to the Environmental Services risk register in due course.

5. APPENDICES

Appendix 1 – Waste & Street Scene Publicity Plan 2011 - 2014

6. BACKGROUND PAPERS

There are no specific background papers.

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