



BROMSGROVE DISTRICT COUNCIL

MEETING OF THE OVERVIEW AND SCRUTINY BOARD

MONDAY 18TH SEPTEMBER 2017
AT 6.00 P.M.

PARKSIDE SUITE - PARKSIDE

MEMBERS: Councillors L. C. R. Mallett (Chairman), S. A. Webb (Vice-Chairman), C. Allen-Jones, C. J. Bloore, S. R. Colella, M. Glass, C.A. Hotham, R. J. Laight, C. J. Spencer, P.L. Thomas and M. Thompson

AGENDA

1. Apologies for Absence and Named Substitutes
2. Declarations of Interest and Whipping Arrangements

To invite Councillors to declare any Disclosable Pecuniary Interests or Other Disclosable Interests they may have in items on the agenda, and to confirm the nature of those interests.
3. To confirm the accuracy of the minutes of the meeting of the Overview and Scrutiny Board held on 22nd August 2017 (Pages 1 - 24)
4. Dolphin Centre - update on the work with displaced Groups - Presentation
5. Parking Enforcement - response to points raised at the Board meeting held on 26th June 2017 (Pages 25 - 30)
6. Centres Strategy (Pages 31 - 38)
7. Artrix SLA Annual Update Report (Pages 39 - 52)
8. Finance and Budget Working Group - Update

9. Measures Dashboard Working Group - Update
10. Task Group Updates
11. Cabinet Work Programme (Pages 53 - 60)
12. Overview and Scrutiny Board Work Programme (Pages 61 - 66)
13. 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.

K. DICKS
Chief Executive

Parkside
Market Street
BROMSGROVE
Worcestershire
B61 8DA

7th September 2017



INFORMATION FOR THE PUBLIC

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BROMSGROVE DISTRICT COUNCIL

MEETING OF THE OVERVIEW AND SCRUTINY BOARD

22ND AUGUST 2017, AT 6.00 P.M.

PRESENT: Councillors L. C. R. Mallett (Chairman), C. Allen-Jones, C. J. Bloore, S. R. Colella, R. J. Deeming, R. L. Dent, M. Glass, C.A. Hotham, C. J. Spencer, P.L. Thomas and M. Thompson

Observers: Councillor H. J. Jones, Councillor K. J. May and Councillor M. A. Sherrey

Officers: Mrs. S. Hanley, Ms. J. Pickering, Mr. D. Allen, Mr. D. M. Birch, Ms. J. Bayley, Mr. M. Bough, Ms. A. Scarce and Ms C. Welsh

22/17 **APOLOGIES FOR ABSENCE AND NAMED SUBSTITUTES**

Apologies for absence were received from Councillors R. J. Laight and S. A. Webb with Councillors R. Deeming and R. Dent attending as substitutes respectively.

23/17 **DECLARATIONS OF INTEREST AND WHIPPING ARRANGEMENTS**

Councillor C. A. Hotham declared an other disclosable interest in respect of Minute No. 29/17 as his wife was a GP. He left the room for this item and took no part in the debate.

24/17 **MINUTES**

The minutes of the meetings of the Overview and Scrutiny Board held on 24th April and 26th June 2017 were submitted.

RESOLVED that the minutes of the meetings of the Overview and Scrutiny Board held on 24th April and 26th June 2017 be approved as correct records.

25/17 **LOCAL GOVERNMENT ACT 1972**

RESOLVED that under S.100 I of the Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation) Order 2006, the public be excluded from the meeting for the following matters on the grounds that they involve the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12 (A) of the said Act, as amended:

This paragraph is:

Subject to the “public interest test”, information relating to Paragraph 3 – financial or business affairs.

Minute 26/7 – Burcot Lane Site Redevelopment - Presentation.

26/17

BURCOT LANE SITE REDEVELOPMENT - PRESENTATION

The Board received a presentation on the subject of the redevelopment of the site of the former Council House on Burcot Lane.

[During consideration of this item Members discussed matters that necessitated the disclosure of exempt information. It was therefore agreed to exclude the press and public prior to any debate on the grounds that information would be revealed which relates to financial or business affairs].

27/17

UPDATE IN RESPECT OF COUNCIL'S ECONOMIC PRIORITIES

The Portfolio Holder for Economic Development, the Town Centre and Strategic Partnerships, Councillor May, provided an update in respect of the Council's economic priorities. Following the delivery of a detailed presentation on this subject to Council in July a workshop session had been held during which Council representatives had liaised with representatives of Worcestershire County Council, the Worcestershire LEP, and the Bromsgrove Economic Development Theme Group. A key aim of the workshop had been to encourage more joined up thinking and greater co-operation in respect of economic development in the district. In addition a new strategy, exploring future growth areas, had been commissioned and would report to Cabinet in due course.

During consideration of this item the Executive Director of Finance and Corporate Resources also provided Members with an update in respect of the Investments and Acquisitions Strategy, which was due to be considered by Cabinet and Council in September. This strategy explored the potential to invest in land or buildings for commercial use. The Council would use its borrowing powers to invest in assets, subject to a business case that demonstrated the income that would be generated from the site. The level of risk associated with projects would dictate the value of the investment in the site and would be within the boundary of the District.

Following Councillor May's verbal presentation Members discussed the following matters in detail:

- The redevelopment of Bromsgrove town centre in recent years and the need to ensure that the whole of the high street received support.

- The extent to which redeveloping land for commercial use and renting this to customers represented a change of policy for the Council. The Board was advised that new income streams were important to explore given the challenging financial circumstances facing local government.
- The location of the land that would be purchased for the industrial units. Officers explained that whilst other local authorities were exploring purchasing land throughout the country Bromsgrove District Council would focus on only obtaining land for this purpose in the district.
- The feasibility study that had been commissioned by NWEDR to improve connectivity within Bromsgrove town centre without losing the distinct characteristics of the local economy. This study would also explore the potential to encourage people using Bromsgrove Retail Park to visit the town centre.
- The potential for pop up stores to be introduced in Bromsgrove town centre.
- The extent to which the Council's Economic Strategy remained relevant, in light of changing financial circumstances for the Council and the emerging Neighbourhood Plans and the Green Belt review.
- The focus of the Council on future development and moving forward constructively building on the foundations provided by the Economic Strategy.
- The potential for the Council to work with Worcestershire LEP to help new companies to grow whilst continuing to be based in the district.
- The difficulties involved in encouraging some landowners to make their land available for commercial development rather than as housing.
- The option for Council to use compulsory purchase orders to obtain land in challenging circumstances.
- The potential for the Council to purchase premises on Bromsgrove High Street and to rent these out to local businesses.

At the end of these discussions the Board

RESOLVED that the update be noted.

28/17

STAFF SURVEY JOINT SCRUTINY TASK GROUP - FINAL REPORT

The Chairman of the Staff Survey Joint Scrutiny Task Group, Councillor S. R. Colella, presented the group's final report. In so doing he highlighted the following points for Members' consideration:

- The group had been keen to be proactive and focus on how improvements could be made to future staff consultation arrangements moving forward rather than to reflect back on past practice.

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- The group had reviewed the content of the surveys and had noted that the number of questions may have deterred some staff from participating.
- The subject of those questions may have also deterred staff in certain teams from completing surveys as these did not necessarily relate to their work.
- During the review it had become apparent that senior managers were doing a lot of work to address many of the concerns that had been raised in completed staff surveys.
- The group had been keen to demonstrate that Members valued staff and the first proposal, to introduce a lead Councillor for supporting staff, was designed to address this.
- As the review progressed Members had become concerned about the performance management framework for staff and the lack of performance targets/measures. The group's fourth proposal was designed to address this.
- The Chairman thanked Members of the group, from both Bromsgrove and Redditch, who had participated in the review for their hard work. The Democratic Services Officers were also thanked for their support.

Following presentation of the report Members discussed a number of areas in detail:

- The success of the review as the first joint Task Group involving only Members from Bromsgrove District council and Redditch Borough Council.
- The background to the review, including previous discussions about Members' concerns in respect of the survey at earlier meetings of the Board.
- The potential value of a member from the Board acting as lead Councillor for supporting staff.
- The need for this lead member to be appointed at the following meeting of the Board, subject to the proposal receiving Members' support.
- The arrangements in place for issuing a further staff survey, which was due to take place towards the end of 2017.

At the conclusion of these discussions the Board

RESOLVED that

- (a) A member of the Overview and Scrutiny function be appointed to the role of Lead Councillor for Supporting Staff;
- (b) A quarterly update on the Programme Board's Action Plan be received by the Overview and Scrutiny Board;
- (c) The Measures Dashboard Working Group's terms of reference be updated to include an area covering performance management

processes, performance target and objective setting across both authorities. (It is envisaged that this would be achieved through joint meetings being held on a regular basis with Redditch Borough Council's Performance Scrutiny Working Group, subject to the recommendation being resolved by its Overview and Scrutiny Committee).

RECOMMENDED that the Lead Councillor for Supporting Staff and the relevant Portfolio Holder assist in the formation of all future staff surveys and attend staff briefings

29/17

HOSPITAL CAR PARKING CHARGES

The Board considered a referral that had been received from Council to undertake a review of parking charges at hospitals, which had been the subject of a Notice of Motion to Council. Whilst concerns had been raised in the motion regarding the impact of parking charges on patients and their families it was noted that some of the content of the motion was factually incorrect. A number of Members who had recently visited hospitals in the county noted that signs were on display in the car parks and these clearly advised patients and visitors that, after covering the costs of maintaining the car parks, any revenue would be reinvested in hospital services.

Members discussed the subject of hospital car parking charges in further detail and in so doing noted the following:

- Concessionary charges were in place and patients / visitors could reclaim costs in certain circumstances.
- Many residents on low incomes would struggle to pay these charges and as such they might be regarded as unfairly penalising people with financial difficulties.
- Concerns were raised that a private company maintained the charging system on behalf of the Worcestershire Acute Hospital NHS Trust (WAHT) and this company might be generating a profit from charging patients and their families.
- The Council did not have the power to make decisions in respect of the charges levied by the trust for parking at hospitals in the county.
- There was the possibility that this subject might be suitable to refer to the Worcestershire Health Overview and Scrutiny Committee (HOSC) for further investigation.

Members noted that it would be helpful to obtain further information about the charges in place for parking at the hospitals in Worcestershire. This investigation could take into account any concessions that were available and the methods used to advertise these concessions to eligible patients and their visitors.

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RESOLVED that Officers investigate charging arrangements for WAHT services, and available concessions, in further detail and report back for the Board's consideration in October.

(During consideration of this item Councillor C. A. Hotham declared an other disclosable interest as his wife was a GP. He left the room for this item and took no part in the debate).

30/17

FINANCE AND BUDGET WORKING GROUP - UPDATE

The Chairman of the Finance and Budget Working Group, Councillor L. C. R. Mallett, provided an update on the work of the group. At the latest meeting Members had considered the allocation of costs for a range of shared services. Based on the information provided a decision had been taken to scrutinise three areas in further detail:

- ICT services
- Land charges
- Transformation
- Shared management costs

Discussions had also been held about staffing costs and the extent to which the division of management costs between the Councils sharing services was appropriate.

31/17

MEASURES DASHBOARD WORKING GROUP - UPDATE

Officers informed the Board that a meeting of this Working Group had not taken place since the last update. However, some progress had been made in respect of Members accessing the Measures Dashboard via their iPads and a trial was currently being undertaken. Further volunteers were sought in order to ensure that this trial was viable before it was rolled out to all Members.

Councillor Spencer confirmed that she had volunteered and after initial problems she was meeting with IT on 23rd August when these problems would be rectified. Councillor Allen-Jones confirmed that he had found it difficult to bring his iPad in at a convenient time, but would make arrangements with officers for this to now take place. Councillor Glass confirmed he was happy to join the trial and Councillor Thompson asked for further information outside of the meeting before agreeing to participate in the trial.

32/17

TASK GROUP UPDATES

The Board received updates in respect of ongoing Task Groups and Short Sharp Reviews.

- a) CCTV Short Sharp Review

The Chairman of the CCTV Short Sharp Review, Councillor Colella, confirmed the Group had unfortunately not been able to convene since the last meeting of the Board, but was due to meeting on 13th September when its investigation would continue.

b) Social Media Task Group

In the absence of the Chairman, Councillor R. J. Laight, Councillor M. Thompson provided an update on the work of the Group. At its most recent meeting it had interviewed the Communications Manager and discussed a number of areas and potential recommendations which the Group could put forward. These included training on the use of social media for Members, the use of social media to promote various Council meetings and a review of the Social Media policy for both staff and Members.

33/17

WCC HEALTH OVERVIEW & SCRUTINY COMMITTEE

Officers confirmed that as Councillor Webb, the Council's representative on the Worcestershire Health Overview and Scrutiny Committee had been unable to attend the last meeting the minutes were attached for information only.

34/17

CABINET WORK PROGRAMME

Members were asked to consider whether there were any items on the Cabinet Work Programme which they wished to consider for pre-scrutiny. Officers confirmed that the Industrial Unis Investment Outline Business Case was already on the Work Programme and would be picked up at the next meeting of the Board and Members showed an interest in also have sight of the Centres Strategy.

Officers reminded Members that due to the timing of the Board's meetings it might not be possible to have sight of the full report and that a presentation summarising its content might be an appropriate alternative. This was something which Officers would give consideration to when setting the Calendar of Meetings for 2018/19 with a view to, wherever possible, setting the Board meeting for the Monday prior to Cabinet.

Following further discussion it was agreed that the Commercialisation and Financial Strategy would be considered through the Finance and Budget Working Group, with its comments being fed back to the Board.

35/17

OVERVIEW AND SCRUTINY BOARD WORK PROGRAMME

Members were reminded that the next meeting of the Board would take place on 18th September. Questions were raised as to why the Parking Enforcement item had been delayed until September and concerns were expressed that it was marked as a verbal presentation. Officers confirmed that this would be a briefing paper to be presented by the

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relevant officers, who had been provided with the minutes from the meeting where this had previously been discussed in order to address the concerns raised. Following receipt of that information Members would then be asked to make a decision as to whether they wished to take any further action and investigate the matter further through a task group. The Board had agreed to receive this at its September meeting due to the number of detailed items which had been on the Work Programme for this meeting, which had been arranged specifically to allow pre-scrutiny of those items.

Officers confirmed that the Work Programme would be updated as detailed within the body of these minutes.

The meeting closed at 8.30 p.m.

Chairman

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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Overview and Scrutiny Board – Briefing Note

Response to questions raised at meeting held on 26th June 2017

At its meeting held on 26th June the Board considered a proposal that had been received for there to be a scrutiny review of parking enforcement in the district. The subject had originally been raised in a Notice of Motion at a Council meeting held on 26th April 2017. During the Council meeting Members had concluded that the Board should be asked to consider whether this would be a suitable topic for further scrutiny.

The following points were discussed whilst Members were debating this Proposal (with responses from the Environmental Services Manager being provided below each point raised):

1. The costs involved in undertaking parking enforcement work and the extent to which income from fines covered these costs.

Cost of service 2016/2017- £202,648.

2. Officers advised that this income did not always cover the costs of preventative work.

The amount charged by Wychavon is for the cost of supplying a parking service that covers a range of parking related

- * Patrols*
- * Pay and Display machine checks, maintenance + stocking of tickets*
- * Pay on Foot (maintenance including assisting with engineer calls).*
- * Pay on Foot (dealing with breakdown and faults on a daily basis)*
- * Pay on Foot (reprinting of lost tickets etc.) dealt with by GH or CEO's*
- * Opening and closing multi storey car park on daily basis*
- * Shopmobility – staffing*
- * CEO's – staff Shopmobility Saturday 7.00am-10.00pm, Sunday 8.00-5.00pm*
- * CEO's – staff office cover 7.00-9.00am and 5.00pm-10.00pm weekdays*
- * CEO's - lunch time & holiday cover as required.*
- * Parking Enforcement duties On-Street and Off-Street.*
- * Visit to outlying towns and villages.*
- * Health & Safety reports.*

- Administrative back office support G. Hobbs*
- Processing of staff permits – Parkside Offices GH*
- Processing of smart cards for disabled POF users*
- Administration for appeals on Penalty Charge Notices*
- Administration of TPT (Traffic Penalty Tribunal) cases*
- Supervision of CEO's*
- Dealing with FOI requests*
- IT support*
- Management by C. Baxter & K. Griffin*

3. The objectives of the Parking Enforcement Service.

The objective of Parking Enforcement is to undertake traffic management in accordance with the Traffic Management Act 2004. By providing effective enforcement it will assist in the proper use of areas covered by parking restrictions, such as double and single yellow lines, disabled bays, limited waiting bays, loading restrictions and correct usage of Pay and Display and Pay on Foot car parks.

- *Enforcement will promote safe parking and encourage the free flow of traffic.*
- *Ensure that limited waiting bays are used correctly.*
- *Encourage the availability of specific purpose bays such as those for disabled badge holders, taxi, goods vehicles and buses.*
- *Enforce Off-Street car parks (Pay and Display & Pay on foot) ensure that users purchase and display tickets, park in the appropriate areas and issue PCN's where appropriate.*
- *In turn this will make parking more available to those who are in need of it.*
- *It will reduce the amount of congestion and improve road safety and improve air quality.*
- *An additional benefit is to the shops and businesses that rely on a turnover of spaces near their shops and properties.*
- *Patrols of roads where Residents Parking schemes are operational, Perry Lane and The Crescent area.*
- *Undertake school patrols on both a regular and random basis.*

4. The extent to which parking problems were greater in parts of the district outside Bromsgrove. Members noted that parking problems were especially acute in some of the other towns in the district and within the vicinity of local schools.

Patrols to other towns and locations are undertaken on both a regular and ad hoc basis subject to staffing. When we do Rubery we normally send two CEO's due to the nature of the area however we still need to have a third CEO working the Bromsgrove area to cope with any unexpected situations that arise. Other areas such as Alvechurch, Hagley and Belbroughton can be patrolled by one CEO.

School patrols are done as required/requested and when staffing available to visit and patrol. We respond to calls regarding problem areas. Visits to schools are none productive in respect of ticket issuing but act as a deterrent.

Calls can be reported by the public, Council Officers, Councillors, police.

A large number of calls are received for areas that do not have traffic regulations and we cannot take any action.

5. The number of Parking Enforcement Officers in the district and the extent to which this was sufficient to meet local needs.

When the team is fully staffed 8 but this includes 1.8 FT for Redditch.

6. The areas in which the Parking Enforcement Officers were deployed and the frequency with which they visited different areas within the district.

These are a sample of some patrol logs in 2016/2017

<i>Park Road, Hagley</i>	-	<i>165 patrols/35 PCN's issued</i>
<i>The Square, Alvechurch</i>	-	<i>152 patrols/22 PCN's issued</i>
<i>Worcester Road, Hagley</i>	-	<i>246 patrols/100 PCN's issued</i>
<i>Fiery Hill Road, Barnt Green</i>	-	<i>166 patrols/36 PCN's issued</i>
<i>Hewell Road, Barnt Green</i>	-	<i>210 patrols/86 PCN's issued</i>
<i>Nash Lane, Belbroughton</i>	-	<i>11 patrols/1 PCN issued</i>
<i>Lydiate Ash Road, Lydiate Ash</i>	-	<i>11 patrols/1 PCN issued</i>
<i>St Godwalds Road, Aston Fields</i>	-	<i>74 Patrols/13 PCN's issued</i>
<i>Hanover St, Bromsgrove</i>	-	<i>318 patrols/1 PCN issued</i>
<i>Birmingham Rd, Bromsgrove</i>	-	<i>515 patrols/38 PCN's issued</i>
<i>The Strand, Bromsgrove</i>	-	<i>2704 patrols/177 PCN's issued</i>
<i>Church Lane, Bromsgrove</i>	-	<i>486 patrols/12 PCN's issued</i>

In all over 47,000 patrol log locations have been logged in this period.

7. The time taken by Parking Enforcement Officers to respond to reports about parking violations.

This can be immediate within Bromsgrove if we have an officer in the area. However this may differ if the complaints are for outlying areas as staffing can restrict the response.

8. The extent to which Parking Enforcement Officers focused on patrolling hot spots.

Considerable time and resources have been put in with regard to parking issues around Lickey 1st School.

All areas are patrolled subject to the amount of general usage, areas with limited waiting bays will see more patrols than those without. Overall a fair spread is given to On & Off-Street areas.

Car parks may seem to be logged to a greater extent due to the amount of time needed to check that the machines are working.

9. The potential for a Task Group to investigate the safeguarding implications of parking around schools and whether this should more appropriately be addressed by ward Councillors.

There is a constant demand for patrols around schools from parents, schools, Councillors, police and others. CEO's will attend where possible and find in most cases that vehicles are moved by the driver prior to the issue of a notice.

Currently CEO's are not able to enforce the majority of school zig zag markings as there is no legal order to do so.

We work closely with the schools and other officers from the Council to encourage sensible parking practices. Unfortunately, this is not always successful every September another intake of children arrive complete with parents who needs to be educated with regard to parking.

10. The extent to which drivers were flouting existing Parking Enforcement Regulations and the action that could be taken to address this.

During the period 1/4/16 to 31/3/2017

*1534 Pcn's were issued On-Street (highway offences)
2054 Pcn's were issued Off-Street
Giving a total of 3588 Pcn's, 43% On Street and 57% Off Street*

During the previous 12 months 1/4/15 to 31/3/2016

*1328 Pcn's were issued On-Street (highway offences)
2076 Pcn's were issued Off-Street (P&D + POF offences)*

Giving a total of 3404 Pcn's, 39% On Street and 60% Off Street

From the above you will note that there has been an increase of Pcn's issued On-Street in 2016/17.

11. The impact of the introduction of new double yellow lines on parking problems in surrounding areas.

This is a question for Worcestershire County Council.

Introduction of new regulations will impact on users as this will either assist with traffic flow or result in displacement, causing vehicles to park elsewhere which could have an impact in residential areas. Subsequently we will need more resources if enforcement is needed.

12. The extent to which parking problems were taken into account by the County Highways Department when considering planning applications for new housing developments.

This is a question for Worcestershire County Council

13. The challenges created by the urban design of many of the streets within the district in respect of parking.

This is a question that should be directed to the Planning Department and Worcestershire County Council.

14. The problems residents reported with cars parking on pavements.

The Pavement Parking Bill was withdrawn from Parliament in December 2015. Currently LA's outside London do not have the power to issue a PCN to a vehicle that is parked on a pavement unless there are yellow lines in place or there is a TRO and signs in situ. If a vehicle is parked on a pavement and is causing an obstruction, the complainant should contact the Police on their non-emergency number.

15. The role of the Police in terms of parking enforcement.

They are able to book vehicles parked on zig zag lines which attracts a fine and penalty points. Also they have the ability to book where an obstruction has been proven.

The police appear to have a lack of understanding of their role with regard to their responsibilities.

**Kevin Hirons -
Environmental Services Manager**

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Bromsgrove
District Council
www.bromsgrove.gov.uk



Summary Report to Overview & Scrutiny Board **Bromsgrove Centres Strategy 2017-2020**

Introduction

To support the ongoing economic viability and growth of Bromsgrove's town and village centres, Bromsgrove District Council and North Worcestershire Economic Development and Regeneration (NWedR) recognised the need for a centres management function. In May 2016 NWedR recruited to the post of Bromsgrove Centres Manager. The key focus of this role is to identify and co-ordinate and strengthen communication and support local businesses.

The seven Bromsgrove District centres managed as part of this post are:

- Bromsgrove town centre
- Rubery Village
- Barnt Green Village
- Hagley Village
- Catshill
- Wythall
- Alvechurch Village

Working in partnership with Bromsgrove District Council, Worcestershire County Council, key partners and businesses the Bromsgrove Centres Manager has revisited plans and structures for all seven centres. Plans have been realigned and resources invested to ensure there is a robust platform to deliver projects against key priorities.

The Centres Manager has met with Local Authority colleagues, students from Bromsgrove North School, Bromsgrove Older People's Forum, Equalities & Engagement Forum (Bromsgrove), Parish Council's and businesses to drive forward early projects and interventions.

Already considerable work has been undertaken across all the centres including the establishment of management groups, Village "teams", events programmes, car park review, taxi review, upgrade of the town centre radio link scheme, business engagement, marketing and branding.

Purpose of the Bromsgrove Centres Strategy 2017-2020

On the back of considerable investment made across the Bromsgrove centres the Bromsgrove Centres Strategy 2017-2020 sets out the vision and aspirations for the seven centres over the next three years. This strategy is flexible enough to adapt to the changing

landscape of the District and surrounding developments whilst positively promoting Bromsgrove as a place to visit, work and live.

The three year Bromsgrove Centres Strategy will act as a strong delivery vehicle to promote the momentum and commitment to developing all seven centres in the Bromsgrove District. It offers a vision and focus to co-ordinate activity and projects, share best practise and inject a new energy into our centres.

The strategy is a roadmap; bringing together existing proposals and new ideas to provide a clear, inspirational document supported by businesses and partners.

Vision

Our towns and villages are at the heart of the community and as such their vitality and economic future should be supported, promoted and protected

Over the next three years we will work together to make all Bromsgrove centres a place that attract more businesses, shoppers, workers, residents and visitors who can enjoy a varied and eclectic mix of outlets and venues.

Outcomes

- Accessibility
- Safety and Security
- Marketing and Promotion
- Markets
- Business Support
- Public Realm
- Historic Environment and Heritage
- The Future

These outcomes have been adopted for all seven centres and the strategy features a section focussing on each of the centres.

Thematics and key projects

Outlined below are the key thematics of the strategy and some example projects. Please note the list is not exhaustive. The contents of the strategy follow the order as set out below.

Key Regeneration Proposals and Development Sites

- Summary of key development sites in Bromsgrove town centre

Accessibility

- Bromsgrove town centre car park, access and servicing review
- Signage and waymarking
- Cycling Routes
- Public transport
- Access for all strategy

Safety and Security

- Bromsgrove Town Centre Management Task Group
- Best Bar None Bromsgrove Scheme
- Bromsgrove Town Centre Pubwatch Scheme
- Bromsgrove Radio Link Scheme

Marketing and Branding

- Co-ordinated marketing and branding strategy
- Better Bromsgrove brand
- Tourism
- Events
- Website
- Social media training

Markets

- Love Your Market campaign
- Artisan Markets
- Bromsgrove Food Festival
- Christmas Themed Events

Business Support

- NWedR funding and business support programmes
- Signposting

Public Realm

- Bromsgrove Town Centre Public Realm Feasibility Study
- Declutter
- Design quality
- Gateways
- Biodiversity
- Enforcement

Historic Environment and Heritage

- A voice in planning
- National Lottery Townscape Heritage Initiative
- Interpretation
- Support for Local historical societies and community groups
- Interactive Heritage Trail

Business Improvement District (Bromsgrove Town Centre)

- Consider a feasibility to explore the potential for a BID in Bromsgrove Town Centre (Year 3 2019/2020)

It is important to note that many projects have been launched and piloted in the outlying centres first. Larger scale projects in Bromsgrove town centre have been developed in response to existing or emerging issues and in response to Police and Safer Bromsgrove Partnership data. For example we made the Bromsgrove town centre night-time economy a priority.

Many of the projects mentioned above can be translated and adapted to form part of the action plans across all Bromsgrove District Centres.

Projects for outlying centres

Wythall

- Business Survey
- Better Bromsgrove Together marketing
- Business Support

Catshill

- Marketing and Promotion
- Events including Christmas and In Bloom
- Public Realm improvements

Alvechurch Village

- Business Survey
- Establish Alvechurch Village “Team”
- Marketing and Promotion
- Events
- Public Realm Improvements
- Business Support

Hagley Village

- Car parking review
- Marketing and Promotion
- Events
- Themed Markets
- Communication
- Public Realm Improvements
- Business Support
- Best Bar None

Barnt Green Village

- Car parking review
- Marketing and Promotion
- Events
- Whatsapp’ning
- Public Realm Improvements
- Barnt Green Village “Team”
- Business Support

Rubery Village

- Rubery Village Environmental Enhancement Scheme
- Car Parking Review
- Radio Link Scheme
- Business Support
- Rubery Village Business Association support
- Events
- Rubery in Bloom support

Key Performance Indicators

KPI	Frequency	Responsibility
<p><u>Population Demographics</u> Customer survey in the Bromsgrove District Centres and on-line household survey to determine the demographic use of the centres. By surveying we can draw conclusions on the characteristics of the population visiting our centres.</p>	Annually	Bromsgrove Centres Manager
<p><u>Regeneration and Development</u> Measure the number of retail and housing planning applications granted in our centres including edge-of-town and out-of-town applications.</p>	Quarterly	NWedR Bromsgrove District Council
<p>Measure the number of successful developments achieved year-on-year.</p>	Quarterly	NWedR Bromsgrove District Council
<p><u>Vacant and Derelict Properties & Sites</u> Visual survey will be made of all the vacant properties and derelict sites in each of the centres. The survey will include data on the length of time the property/site has been vacant. Properties and sites will be categorised by their class to determine any areas with greatest issues or challenges to occupation.</p>	Quarterly	Bromsgrove District Council Healthcheck NWedR
<p><u>Rental Values</u> Review the rental value of properties in each of the centres. This can demonstrate the demand for property in the centres</p>	Annually	Bromsgrove Centres Manager Commercial Agents
<p><u>Car Park use and Revenue Income</u> The use and revenue yield of off-street paid Bromsgrove District Council owned car parks</p>	Quarterly	Bromsgrove District Council
<p><u>Public Transport</u> Use of alternative modes of transport in Bromsgrove town centre</p>	Annually	Worcestershire County Council Transport Operators
<p><u>Safety and Security</u> Collection and analysis of crime and anti-social behaviour statistics for each of the centres. It is important to consider the changing ways in which the Police Authority record actual crime when making comparisons year-</p>	6-weekly	West Mercia Police Safer Bromsgrove Partnership

on-year		
Number of venues gaining the Best Bar None accreditation year-on-year	Quarterly	Best Bar None Steering Group
<u>Leisure, Culture & Tourism</u> Ticket sales, visitor numbers, events held etc. for Bromsgrove District Council owned venues and facilities	Quarterly	Bromsgrove District Council
<u>Residential Properties</u> Percentage of residential properties in Bromsgrove District Centres including date on Council Tax bands	Annually	Bromsgrove District Council
<u>Visual Appearance</u> Built into customer and residential surveys	Annually	Bromsgrove Centres Manager
Visual surveys with Bromsgrove District Council Place Team & Bromsgrove Centres Manager	Bi-monthly	BDC Place Team Bromsgrove Centres Manager
<u>Visitor Numbers & Events</u> Visual estimate of visitor numbers including a sample survey of businesses regarding performance and takings	At each event	Event Organiser
<u>Social Media</u> Likes, follows and shares on social media sites	Monthly	Bromsgrove & Redditch Communications Team
<u>Business Survey</u> Business survey of all centres	Annually	Bromsgrove Centres Manager Bromsgrove BDC Parish Council
<u>Bromsgrove Town Centre Database</u> Categorised by class to determine sector representation and gaps in retail offer	Quarterly	Bromsgrove District Council
<u>Bromsgrove Markets</u> Occupancy rates, quality, offer and management of markets provision	Quarterly	CJ Events Warwickshire Limited

Contact:

Cheryl Welsh

Bromsgrove Centres Manager

NWedR

E: Cheryl.welsh@nwedr.org.uk

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ARTRIX ANNUAL REPORT 2016/17 Director: Hannah Phillips

This annual report for Bromsgrove District Council evidences and evaluates Bromsgrove Arts Centre Trust's (Artrix) performance and impact during the financial year April 2016-March 2017. Impact is measured where possible against key deliverables set out in the Service Level Agreement between Bromsgrove District Council and Bromsgrove Arts Centre Trust. This report also articulates the ambition for the following year throughout the narrative.

1. Arts and Engagement Programme

1.1 KD1: To deliver a culturally diverse, economically viable, innovative and challenging programme at Artrix tailored to local interests and demographics

Artrix is an arts centre committed to promoting a high quality, diverse, inclusive and accessible arts and engagement programme for the local community and beyond.

During 2016/2017, 77,040 people attended Artrix, an increase of over 5,000 people from the previous year. Of this total, 25,717 were children, young people and families. We have programmed 466 performances and screenings and facilitated 475 workshop activities. In March 2017, Artrix won *What's On Readers Award* 'Best Arts / Theatre Venue in Worcestershire 2017' voted for by the public.



Figure 1. Artrix acceptance of *What's on* Readers Award for Best Arts / Theatre Venue in Worcestershire 2017



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In April 2016, we launched *Artrix: The Next Decade* Fundraising Campaign to support our work with young people. The launch event in April was funded by Birmingham City University and hosted by BBC Midlands Today's Joanne Malin and BBC Hereford and Worcester's Tammy Gooding and was attended by 300 people, existing audiences, new audiences and industry professionals. The event consisted of performances by Birmingham City University students, Dancefest Youth Dance Company, Translucent Dance Company, giving a professional performance opportunity to 40-50 young / emerging artists who were joined by established artists Barbara Nice, Julian Smith, fire artist Tallulah Blue and aerial artist Kim Charnock from Rogueplay. The event invited high levels of press coverage and social media interaction, raising the profile of Artrix across the region and beyond. The link below will take you to a very short video edit of the event.

<https://www.youtube.com/watch?v=BMFFSTbtANU>

Artrix is committed to our existing local music and comedy audiences. Tribute artists programmed throughout the year have been expectedly successful including Gordon Hendricks as Elvis, ELO Experience, Genesis Connected, Fleetwood Bac and the Counterfeit Stones all of whom have performed to sell out audiences. Artists, Howard Jones, Cara Dillon, Clare Teal, Tom Robinson, The Manfreds, Blake and Sons of Pitches have drawn large committed audience numbers, similarly well-known television comics such as Ed Byrne, Mark Steel, Jason Manford, Gary Delaney, Mark Watson, Christian O'Connell, Romesh Ranganathan and Rory Bremner have sold out at Artrix this year. Evenings with Glenn Tillbrook, Simon Weston, David Starkey, David Hamilton and Rufus Norris, Director of The National Theatre originally from Bromsgrove have all been a success.

NT Live, RSC Live and Royal Opera House Live Screenings have all continued to draw large audiences. Bromsgrove Arts Alive groups continue to hire the venue to present their own work. The Director of Artrix is now a Trustee of Bromsgrove Festival so Artrix are active in programming Festival events and Bromsgrove Concerts continue to provide Artrix with a classical music programme. We are very keen to support emerging talent in Bromsgrove. We have developed our own resident company of emerging artists, Outspoken, making new work for and with young people. We have also programmed scratch nights and open mic nights for emerging talent and have gone on to support some of these emerging artists by programming their first full piece of work or a preview of a new piece of work in the studio. This year, we also welcomed VERVE, the postgraduate performance company of Northern School of Contemporary Dance (NSCD) to Artrix followed by Julian's Lloyd Webber's Birmingham Conservatoire Showcase which had an audience of 77 and received very positive feedback from our classical audience in Bromsgrove. In October, we hosted the Beethoven Quartetfest where the Dante Quartet played all sixteen of Beethoven's string quartets in seven concerts alongside four talks and a master class for Birmingham Conservatoire students. This event crossed over with our exciting immersive Horror at the Drive-in event. We managed to employ eleven emerging artists through our BFI Blackstar funding for our Drive-In screening of *Blade* allowing us to be part of a very important



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campaign increasing black representations on screen. The following link takes you to a short video edit of the evening.

<https://www.youtube.com/watch?v=ywoH03oWrac>

Our Drive-in events which have taken place in the car park over the past year have been part of our ambition to diversify our programme and our audiences and to use our spaces in an innovative way. The Drive-in events premiered with the sell-out screenings of *Grease* which sold out over two evenings as did our kid's drive-in event which involved them making their own cars as a craft activity and sitting in them and watching a screen of the Disney film, *Cars*. This event obtained increased media coverage supported by Artrix also screening a sing a long version of *Grease* in the auditorium in partnership with BBC Hereford and Worcester for BBC Children in Need. The media attention from these events also increased sales for our annual outdoor screening at Avoncroft which achieved double the usual audience numbers. The Valentine *Dirty Dancing Drive-in* also sold out and we welcomed new audiences for an LGBTQ focused Drive-in screening *Carol*. Similarly, Jen Brister welcomed new audiences as part of our programme for LGBTQ History Month following the annual LGBTQ networking event. We celebrated International Women's Day with an exhibition launch of Take 13 exhibition and a *Stand Up for Women* comedy evening headlined by Jo Enright and Barbara Nice.

Comics Zoe Lyons, Nish Kumar and Shazia Mirza saw growing audiences as did new events in the café bar such as *Comedy with Cake* and *Licensed to Rhyme*, a monthly spoken word evening co-hosted by Maggie Doyle, Worcestershire Poet Laureate Emeritus, and past Birmingham Poet Laureate, Giovanni "Spoz" Esposito. We were very heartened that Sonia Sabri's performance of *Salam* attracted an audience of 50 and look forward to welcoming her back in 2018 with a new piece of work. Sampad brought a South African dance company, Tribhangi Dance Theatre in Sukuma which saw a growing studio audience of 33 and we received very positive feedback from audience members about bringing this work to Bromsgrove. Beth Vyse comedic discussion of her own battle with breast cancer and *The Eulogy of Toby Peach*, a light hearted theatre performance which looked at Toby's own experience of cancer attracted small and very specific audiences as did other areas of our more contemporary, risk taking programme such as *Queersay*, a showcase of queer spoken word and *Meet Fred* by an inclusive company Hijinx, a professional theatre company of actors with and without learning disabilities

We have introduced relaxed live performances at Artrix which we premiered with Vamos' return of *The Best Thing*. Relaxed performances are open to all, but specifically designed to welcome those who benefit, for whatever reason, from a more relaxed environment, such as people with sensory and communication disorders, a learning disability or autism spectrum condition.

We have also introduced parent and baby screenings to our programme to encourage parents to bring their baby along to a film screening with them. We have been focusing on our early years and family arts and engagement programme and provision at Artrix. We are



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hopeful that if we can engage babies at Artrix at the onset of their lives they will develop a meaningful relationship with the arts centre throughout their childhood. We have opened a new café which is now open 7 days a week which is regularly used by many local parents and babies / toddlers, we have a free soft play centre for 0-3 year olds, IPADS with free Wi-Fi connection and a large outdoor musical instrument all funded through Divisional support. We have also ensured this space is family friendly, with access to high chairs, bottle warmers, baby food, baby wipes, breast feeding screens and baby changing facilities. Artrix has been awarded with 'Family Standards' recognition; Families are coming to recognise the Fantastic for Families and Standards logos as badges of excellence.

During the last year Artrix has hosted 4 Baby Raves, CBeebies meets 90s rave culture for all the family to enjoy with guest appearances by Peppa Pig and Iggle Piggle! These events sell out immediately online and are engaging new family audiences at Artrix and bringing new people into Bromsgrove. We are now also hosting *Bubble Discos* for a slightly older age group and for private birthday parties. Our family programme this year has included Cbeebies, *Sid's Deep Sea Discovery Show*, a stage version of Nick Sharratt's *Shark in the Park* and *Santa Saves Christmas* which welcomed a full family house on Christmas Eve.

2017-2018

Throughout 2017-2018 we look forward to continuing to diversify our programme and developing our audiences. We are eager to welcome Vamos back with *Finding Joy* and some very focused work around engaging older people living with dementia and their carers' as audience members. We are now an official member of the Dementia Action Alliance. We also intend to do further work around our inclusive and relaxed offer and we look forward to welcoming Anjali Dance Company in November 2017 who celebrates the creative abilities and artistic potential of people with learning disabilities and demonstrates exciting new possibilities in dance. We are also very pleased to have received a BDC Equalities and Diversity grant to support some audience development work around LITE, a powerful, multimedia stage production, exploring the theme of identity and self-image through a young black woman's eyes.

1.2 KD2: To contribute towards maximising community participation in the arts

As part of the New Generation Festival which formed part of Bromsgrove Festival 2016, Artrix worked with Lickey Guides and Cofton Brownies delivering dance workshops. There were craft and dance projects at Meadows First School, Dodford First School, Sidemoore First School. Renowned Physical Performance Company, Highly Sprung delivered physical theatre workshops to North Bromsgrove High and South Bromsgrove High Schools. Transitions Dance project worked with Catshill First School, North Bromsgrove High School and Parkside Middle School culminating in performances on Bromsgrove High Street. Artrix Youth Theatre performed their devised piece on the High Street as part of Bromsgrove



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Festival and Artrix Show Choir performed in Sanders Park. Artrix also hosted Worcestershire Dancing, Boys Make Noise and North Bromsgrove Dance Day as part of the Festival.

Earlier in the year, we hosted a busy Diwali Family Fun Day followed in the summer by Artrix Family Fun Festival which was very well attended and included a juggler, magician; sell out samba workshop, contemporary dance workshops, fully booked summer schools and further family activities in response to parents requesting to do more activities with their children.

Artrix was commissioned by Bromsgrove District Council to run a lantern parade engagement project, lantern making workshops were held at Artrix, Bromsgrove Library, Meadows first School, Catshill First School, Sidemoore School and St John's Church culminating in a parade through Bromsgrove High Street. This was the foundation for a much bigger project which will be held in December 2017 entitled The Festival of Light, Bromsgrove 2017.

Artrix youth theatre and choirs are expanding. We now hire our space weekly to Rhythm Time and Creation Station to provide Bromsgrove with further engagement activities from well-known brands of arts provision. There are also further plans to develop our participation activities for early years, children, young people and adults commencing in September 2017.

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Translucent Youth Dance Company are now resident at Artrix one evening a week. They are developing high quality new dance work in and out of the studio.



Figure. 2 Translucent Youth Dance Company performing on Bromsgrove High Street 2017

Volunteering opportunities at Artrix provide a strong link into the local community. There are 67 active volunteers at Artrix who have volunteered within the last 3 months. The volunteers run the bar, sell merchandise and usher. It has been a challenging time for volunteers and staff alike. Under new management and an ever changing financial and political climate there has been a high level of change within the organisation. Many volunteers have decided to leave; however, many have decided to stay and we have also welcomed new volunteers under the new leadership of an employed Volunteer Coordinator, Sarah Benfield. We are now also starting to welcome younger volunteers to Artrix; we have 9 volunteers aged 18-24 years, 23 volunteers aged 24-44 years and 48 volunteers aged 45-64 years. We also support Higher Education and Further Education work placements and have now introduced supported internships for young people with learning disabilities in the café, FoH, and technical placements.

Why do people volunteer at Artrix?

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'I would like to say that being a volunteer is a life line for me in getting through my grief in losing my husband. The opportunity in meeting people at the artix whether volunteers, staff or theatre goers for me is brilliant.... I do not have family in Bromsgrove so this opportunity helps to overcome my loneliness....'

'I love to have a joke and a laugh with all those I have the opportunity in meeting.... It makes me feel uplifted and that I am not a waste of space....'



Figure 3. Volunteers at Artrix Volunteer Party hosted by BBC Hereford and Worcester's Malcom Boyden



Outspoken is now the resident company of emerging artists based at Artrix making socially engaged work with and for young people. This is in line with our strategic objectives to develop more challenging projects with an emphasis on marginalized, vulnerable and hard to reach groups of young people and to produce our own work for young people with a company of emerging artists dealing with specific health and wellbeing issues, demonstrating social impact, and using digital technology to enhance young people's engagement. Our first piece of work was *Get it On* commissioned by Umbrella, Birmingham and Solihull's Sexual Health Services (NHS) and also supported by Birmingham City University and the Arts Council of England. *Get it On* was a 65 minute performance for 13-18 year olds. It was a fusion of live music, singing, dance, spoken word and digital technology. Its key messages were around peer pressure to have sex, sexual health specifically focusing on chlamydia and chlamydia testing and health relationships. The piece was performed in Birmingham at ACE Space for 660 young people. We also performed the piece to 198 students from Stratford College the following week, following which the piece was performed at Artrix, Bromsgrove for 499 young people over a 3 day period.

Danielle Bartlett, Teacher of Physical Education & Psychology at North Bromsgrove High School said:



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'I thought the show was outstanding. The students enjoyed the performance because it allowed them to have opinions and engaged with them in ways they could relate to in order to tackle some really important issues'

The following link takes you to an interactive online resource which was created to accompany this performance:

<http://outsprokengetiton.co.uk/>

Following the success of *Get it On*, over 900 people, 800 young people attended Outspoken's latest production, *Catfish*, a new piece of live performance fused with digital technology which explored issues of online grooming and Child Sexual Exploitation, devised and directed by Artrix Director, Hannah Phillips. The piece was funded by Birmingham City University Worcestershire County Council arts grant and Divisional Fund and the Arts Council of England. The project was in partnership with C&T who developed the smartphone digital technology for the piece. The following link will take you to a short video edit of the piece:

https://youtu.be/c4XZLUg_ohg

We have had some very positive feedback from young people, schools, the arts council and people working in the sector.

'The vital messages around safe behaviour online for young people are one that is stressed, laboured and refreshed in schools up and down the country each and every day. We are always trying to find new and engaging ways in which to embed the messages of risk and how to keep young people safe. *Catfish* by Outspoken Theatre Group did this in a super-powerful manner that had all our students focused and connected – way better than any member of staff ever could!'

**Adam Smith | Deputy Head teacher
North Bromsgrove High School & Sixth Form**

Comments from students at Pedmore TC:

'The performance was really good and the message very clear.'

'I think the performance was great and it taught me what could really happen.'

'The performance was amazing, how it was set up was clever. I would definitely watch it again.'

'I enjoyed the performance, it was emotional, I cried and laughed, it informed me of grooming, rape, child exploitation and what the consequences are. I would rate it 5*.'



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2017-2018

Over the next two years Artrix / Outspoken are committed to working with young people, the arts and mental health as part of a two year project entitled, *Disorder*. This will include a new piece of work made by Outspoken for young people called *Hyped* which has been funded by Birmingham City University and Open Door Youth Counselling Services (NHS). This piece of work has also been commissioned by The Birmingham Repertory Theatre and The Courtyard, Hereford offering a new touring income stream for Artrix. There will also be a schools arts and mental health festival involving local schools and we will also be working with young offenders and those at risk of offending in partnership with Worcester Arts Partnership, funded by West Mercia Police.

From September 2017, we will be developing our participation offer at Artrix for children and adults and we will be offering dance classes for early years, children and adults, Pilates, family yoga sessions, daytime singing for over 55s and photography masterclasses.

A new Youth Theatre Director is in post working in schools settings and running young people's programmes at Artrix. We will also be offering free lantern making workshops in schools as part of the large scale engagement project, *The Festival of Light, Bromsgrove 2017*.

Artrix arts centre and Rose Bruford College have partnered to offer Bromsgrove a unique Foundation Acting course which will offer conservatoire training within a professional arts setting. Our 20-week Foundation course is a rigorous and in-depth training that will give students' skills and techniques invaluable either as a preparation for further vocational training at drama school, university (Degree or MA/MFA) or to consolidate existing experience. It provides an opportunity to explore different strands of work either as an actor with text or as an actor musician. The course will launch in September 2018 and run for 2 terms, Monday to Thursday 9am-4.30pm at Artrix. There will be an annual scholarship available for a young person from Bromsgrove.

2. Business Development

2.1 KD3 To manage Artrix efficiently, effectively and economically viably

In July 2016, the Trustees and Executive Management team went on a Board away Day, held at Avoncroft Museum. This was facilitated by an external consultant, Angela Galvin and explored the following areas through surveys, practical activity and discussion:

- Governance and advocacy
- Developing and diversifying
- Building and Sustaining



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An action plan was created which informed the development of the business plan 2017-2018. Since the away day, Trustees have had a much more developed understanding of Artrix and the ambitions for the arts centre. Trustees have also been much more engaged within the arts centre attending performances and events, meeting staff during working days and attending staff meetings and volunteer forums. In 2017 /2018, we plan to recruit further Trustees; we are looking for greater diversity on the board to reflect the communities we are attempting to engage and to broaden areas of expertise and experience to support the business as it develops. As we look to increase fundraising through campaigns, donations and philanthropy, we require board members who can lead on fundraising activity, network and raise the profile of Artrix.

It has been an uncertain time for staff and volunteers through a necessary time of change management since the appointment of Interim Director, Ros Robins in 2014 followed by the appointment of Director, Hannah Phillips at the end of 2015. Some staff have chosen to leave, for other staff their roles have changed and there have also been new appointments.

There have been changes to staff and volunteer meeting structures to develop more effective communication within the organisation in response to feedback from the team. Previously, the Communication and Consultation Forum met with representatives from the Board, Staff and Volunteers. This Forum has now disbanded, volunteers now have 2 meetings per year where all volunteers are invited and at one of these meetings, staff and Trustees are present. Staff have quarterly meetings, 2 of these include Trustees attendance. Regular team meetings and 1-1 meetings have continued. We will be introducing a performance management system at the end of 2017. We are also looking to rewrite the staff handbook, update all policies and conduct internal and external Health and Safety audits towards the end of 2017 and the beginning of 2018.

The General Manager and the Director attended safeguarding training with artwork at mac on Tuesday 28th February. The result of this training is that the Director will re write our Safeguarding and Child Protection Policies and then the full team will have safeguarding training with artwork which will be developed specifically for Artrix and around our policies. Every Artrix employee will be expected to do this training, this will include freelance staff. If for any reason anyone can't attend the training on the day planned they will attend a later session with volunteers or be sent to a session off site. Artrix is committed to the safeguarding of young people and children and it is essential that every staff member fully understands our policies and procedures. It is very important that everyone understands our policies and procedures especially the young people we work with so the Director will also write a policy specifically for young people in collaboration with young people to ensure it is user friendly.

Financial Review

Artrix key financial objective is to ensure financial stability and sustainability so that it can pursue its artistic and engagement aims and objectives. Artrix receives income from box



ARTRIX ANNUAL REPORT 2016/17 **Director: Hannah Phillips**

office, fundraising, commercial hire and fees for engagement activities. Accounts are currently being audited; a full set of audited accounts will be submitted once received.

The principal source of funds of the charitable company grants were from Bromsgrove District Council of £60,890 and rental and grant income from HoW College- £55,219. Project grants were received from Worcestershire County Council, Worcestershire County Divisional Funds, Bourneville Charitable Trust, Arts Council England, Bromsgrove District Council Equalities and Diversities Grant, Birmingham City University, Umbrella Sexual Health Services, BFI and Arts Connect.

The fundraising strategy has three major strands: Individual Giving; Trusts and Foundations and applications to Public Bodies.

We exceeded our individual giving fundraising target in 2016/17 with a total of £13,076 raised in the year. This funding is for our work with and for young people during 2017/2018 and will be invested as match funding in funding applications to Public Bodies and Trusts and Foundations.

Artrix is part of various consortiums of organisations applying to the Arts Council for funding including a Celebrating Age bid. Organisations include Dancefest, Malvern Theatres, the Commandry, Pershore Number 8, Museums Worcestershire and Uplift. Establishing a programme of Celebrating Age activity across Worcestershire, Artrix will be one of four hubs. We are also part of Bromsgrove Arts and Cultural Consortium making an application to generate a more inclusive, high quality cultural offer in Bromsgrove.

We have employed a Development Consultant for 1 day a week for 6 months to increase our funding application output and to look at developing our relationship with local businesses and developing a strategy for corporate sponsorship. North Worcester Business Leaders have selected Artrix as their chosen charity until October.

2.2 KD4: To build sustainable partnerships that demonstrate value and help BACT perform effectively

Artrix continues to be part of the following consortiums; Working in Partnership for Arts and Culture in Bromsgrove, Worcestershire Arts Partnership and Arts Lab, Worcester.

Artrix continues to maintain existing partnerships with Bromsgrove District Council, Heart of Worcester College, Bromsgrove Arts Alive groups and the Bromsgrove Festival. However, Artrix also seeks new relationship to secure future investment and sustainability and has developed new partnerships with Birmingham City University and Rose Bruford College, London.

Artrix has joined the Bromsgrove Events Team Meetings and is working closely with Bromsgrove Town Centres Manager, Cheryl Welsh using the creative arts to enhance



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engagement in the Town Centre, as research demonstrates; the creative sector can have a significant impact on the local economy.

2.3 KD6 - To manage a sustainable business model

Over the past 3 years, Artrix has reviewed its business plan, strategies, artistic programme and resources. We have changed the strategic direction of the organisation. The new business plan for 2017-2020 has been written following a year's process of consultation with stake holders. The draft plan was shared with the Board of Trustees and the staff teams for further feedback. The revised document is currently being implemented by the Artrix team and will be annually reviewed.

By the end of the next three years we will:

1. Have developed our artistic and engagement provision, ambition and profile
2. Have developed audiences and participants - particularly amongst young people
3. Have diversified and grown our income and resources to secure greater sustainability in the long term.
4. Have developed new strategic partnerships
5. Have developed our use of digital technology to enhance engagement

Artrix will be diversifying and increasing income in the following ways:

- Increase in programme sales
- Increase in commercial hires - theatre hire packages, conferences & meetings, birthday parties, catering packages, office / corporate hire
- Increase in café and bar income
- Increase in workshop income, youth theatre programme income and income from work in schools
- Artrix will be producing our own work- income from commissions, public and private funding
- Diversifying fundraising streams to include business sponsorship and investment
- Touring and outreach income – productions touring other venues, Artrix commissioned to run festivals, outdoor screenings and events at alternative sites
- New strategic partnerships such as Rose Bruford College, London and Birmingham City University

Marketing & Audience Development

60% of tickets are now sold on line and there are more frequent e-communications to a 17,000 strong mailing list; however, we were still not using social media strategically or effectively. A digital marketing consultant has been brought in 1 day a week tasked with raising the centre's online profile amongst its target audiences, and particularly amongst family and early years audiences and young people, with the ultimate aim of increasing the numbers of visitors from these segments.



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We will be launching a new website in July and we have also had a new logo developed and increased our branding opportunities.

There is also a new Press Officer working one day a week focusing on raising Artrix's media profile.

Building Developments

Building developments through 2016-2017 have included:

- A new kitchen and cellar
- A new café / back bar refurbishment
- Cloakroom construction
- Electric entry system floors 1 and 2
- Dressing room 1 refurb
- NEC telephone system

2017-2018

There are plans to create further office spaces and refurb existing spaces to increase rental income. We will also be purchasing an orchestra pit infill to increase our capacity and flexibility in the auditorium. Following an investment of £4,000 from Bromsgrove District Council, Artrix will be putting out to tender an opportunity to conduct a capital campaign feasibility study. We need to explore the feasibility of a capital development plan through 2018 if we are to fulfil our future ambitions.

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CABINET LEADER'S WORK PROGRAMME

1 OCTOBER 2017 TO 31 JANUARY 2018

(published 1 September 2017)

This Work Programme gives details of items on which key decisions are likely to be taken in the coming four months by the Council's Cabinet

(NB: There may be occasions when the Cabinet may make recommendations to Council for a final decision e.g. to approve a new policy or variation to the approved budget.)

Whilst the majority of the Cabinet's business at the meetings listed in the Work Programme will be open to the public and media organisations to attend, there will inevitably be some business to be considered that contains confidential, commercially sensitive or personal information.. This is called exempt information. Members of the public and media may be asked to leave the meeting when such information is discussed.

If an item is likely to contain exempt information we show this on the Work Programme. You can make representations to us if you consider an item or any of the documents listed should be open to the public.

The Work Programme gives details of items on which key decisions are likely to be taken by the Council's Cabinet, or full Council, in the coming four months.

Key Decisions are those executive decisions which are likely to:

- (i) result in the Council incurring expenditure, foregoing income or the making of savings in excess of £50,000 or which are otherwise significant having regard to the Council's budget for the service or function to which the decision relates; or
- (ii) be significant in terms of its effect on communities living or working in an area comprising two or more wards in the district;

Key Decisions will include:

1. A decision which would result in any expenditure or saving by way of a reduction in expenditure of £50,000 provided the expenditure or saving is specifically approved in the Medium Term Financial Plan.
2. A virement of any amount exceeding £50,000 provided it is within any virement limits approved by the Council;
3. Any proposal to dispose of any Council asset with a value of £50,000 or more or which is otherwise considered significant by the Corporate Property Officer;
4. Any proposal to cease to provide a Council service (other than a temporary cessation of service of not more than 6 months).
5. Any proposal which would discriminate for or against any minority group.

The Work Programme is available for inspection free of charge at Parkside, Market Street, Bromsgrove, B61 8DA from 9am to 5pm Mondays to Fridays; or on the Council's web-site www.bromsgrove.gov.uk

If you wish to make representations on the proposed decision you are encouraged to get in touch with the relevant report author as soon as possible before the proposed date of the decision. Contact details are provided, alternatively you may write to the Head of Legal, Equalities and Democratic Services, Parkside, Market Street, B61 8DA or e-mail: democratic@bromsgroveandredditch.gov.uk

The Cabinet's meetings are normally held every four weeks at 6pm on Wednesday evenings at Parkside. They are open to the public, except when confidential information is being discussed. If you wish to attend for a particular matter, it is advisable to check with the Democratic Services Team on (01527 881409) to make sure it is going ahead as planned. If you have any queries Democratic Services Officers will be happy to advise you.

The full Council meets in accordance with the Councils Calendar of Meetings. Meetings commence at 6pm.

CABINET MEMBERSHIP

Councillor G. N. Denaro	Leader of the Council without Portfolio (Retaining Overarching Governance/Policy and Performance/HR)
Councillor K. J. May	Deputy Leader and Portfolio Holder for Economic Development, the Town Centre and Strategic Partnerships
Councillor B. T. Cooper	Portfolio Holder for Finance and Enabling
Councillor M. A. Sherrey	Portfolio Holder for Health and Well Being and Community Safety
Councillor C. B. Taylor	Portfolio Holder for Planning and Strategic Housing
Councillor P. J. Whittaker	Portfolio Holder for Leisure and Cultural Services, Environmental Services and Regulatory Services

Decision Including Whether it is a Key Decision	Decision Taker including Details of Exempt Information (if any)	Date of Decision	Documents submitted to Decision Maker / Background Papers List	Contact for Comments
Flexible Homelessness Support Grant	Cabinet	4 October 2017	Report of the Head of Community Services	Derek Allen/Amanda Glennie 01527 881278 Councillor C. B. Taylor
Council Tax Support Scheme	Cabinet	4 October 2017	Report of the Head of Customer Access and Financial Support	Amanda Singleton 01527 881421 Councillor B.T. Cooper
Business Rates Local Discretionary Relief Scheme	Cabinet	4 October 2017	Report of the Head of Customer Access and Financial Support	Amanda Singleton 01527 881421 Councillor B. T. Cooper
Black Country Core Strategy Issues and Options Report	Cabinet	4 October 2017	Report of the Head of Planning and Regeneration	Mike Dunphy 01527 881325 Councillor C. B. Taylor
Centres Strategy	Cabinet	4 October 2017	Report of the Chief Executive	Cheryl Welsh 01562 732189 Councillor K. J. May

Decision Including Whether it is a Key Decision	Decision Taker including Details of Exempt Information (if any)	Date of Decision	Documents submitted to Decision Maker / Background Papers List	Contact for Comments
Commercialisation and Financial Strategy	Cabinet (potential recommendations to Council)	4 October 2017	Report of the Executive Director Finance and Resources	Jayne Pickering 01527 881400 Councillor B. T. Cooper
Review of Financial Regulations and Contract Procedures	Cabinet	4 October 2017	Report of the Executive Director Finance and Resources	Jayne Pickering 01527 881400 Councillor B. T. Cooper
Change in Planning Fees Categories for Pre Application Advice	Cabinet (potential recommendations to Council)	4 October 2017	Report of the Head of Planning and Regeneration	Ruth Bamford 01527 881202 Councillor C. B. Taylor
Bromsgrove Energy Efficiency Fund - Extension	Cabinet	4 October 2017	Report of the Head of Community Services	Judith Willis/Kath Manning 01527 587094 Councillor C. B. Taylor
Townscape Heritage Initiative (THI) Grant 67 High Street, Bromsgrove	Cabinet	4 October 2017	Report of the Head of Planning and Regeneration	Mike Dunphy 01527 881325 Councillor C. B. Taylor

Decision Including Whether it is a Key Decision	Decision Taker including Details of Exempt Information (if any)	Date of Decision	Documents submitted to Decision Maker / Background Papers List	Contact for Comments
Bromsgrove Sports and Physical Activity Strategy	Cabinet	1 November 2017	Report of the Head of Leisure and Culture	John Godwin 01527 881762 Councillor P. J. Whittaker
Connecting Families Strategic Group - Children's and Young People's Plan	Cabinet	1 November 2017	Report of the Chief Executive	Kevin Dicks 01527 881484 Councillor M. A. Sherrey
Social Media Task Group	Cabinet	1 November 2017	Report of the Head of Legal, Equalities and Democratic Services	Amanda Scarce 01527 881443 Councillor G. N. Denaro
Industrial Units Investment Outline Business Case	Cabinet (Potential recommendations to Council, may be an Exempt item)	1 November 2017	Report of the Chief Executive	Dean Piper 01562 732192 Councillor K. J. May
CCTV Short Sharp Review	Cabinet	1 November 2017	Report of the Head of Legal, Equalities and Democratic Services	Amanda Scarce 01527 881443 Councillor M. A. Sherrey
Supplementary Planning Document Consultation – Good Design	Cabinet	1 November 2017	Report of the Head of Planning and Regeneration	Mike Dunphy 01527 881325 Councillor C. B. Taylor

Supplementary Planning Document Consultation – Open Space	Cabinet	6 December 2017	Report of the Head of Planning and Regeneration	Mike Dunphy 01527 881325 Councillor C. B. Taylor
Anti-Social Behaviour, Crime and Policing Act 2014 (Implementation of Provisions)	Cabinet (potential recommendations to Council)	6 December 2017	Report of Head of Community Services	Judith Willis/Bev Houghton 01527 587094 Councillor M. A. Sherrey

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OVERVIEW & SCRUTINY BOARD

WORK PROGRAMME

2017/18

RECOMMENDATION:

That the Board considers and agrees the work programme and updates it accordingly.

ITEMS FOR FUTURE MEETINGS

Date of Meeting	Subject	Additional Information
18/09/17	Dolphin Centre – update on the work with displaced Groups.	Follow up from meetings held on 13/2/17 and 27/03/17.
	Parking Enforcement – additional information (briefing paper)	Follow up from Council notice of motion 26/4/17 referred to O&S on 26/6/17
	Industrial Units Investment Outline Business Case	Picked up from Cabinet Leader's Work Programme 13/06/17
	Centres Strategy	Picked up from Cabinet Leader's Work Programme 22/08/17
	O&S Recommendation Tracker	
	Working Group Updates – Finance & Budget Measures Dashboard	
	Task Group Updates - Social Media Review of CCTV	
	Artrix SLA Annual Update Report	
	WCC Health Overview & Scrutiny Committee – update from Representative	
	Cabinet Leader's Work Programme	
O&S Board Work Programme		
30/10/17	Planning Backlog Data up to 30/09/17	
	Hospital Car Parking Charges – additional information	Requested following notice of motion at Council 19/07/17.
	Working Group Updates – Finance & Budget Measures Dashboard	

Agenda Item 12

Date of Meeting	Subject	Additional Information
	Social Media Task Group Final Report	
	Task Group/Short Sharp Review Updates: CCTV Short Sharp Review	
	WCC Health Overview & Scrutiny Committee – update from Representative	
	Cabinet Leader’s Work Programme	
	O&S Board Work Programme	
27/11/17	Working Group Updates – Finance & Budget Measures Dashboard	
	CCTV Short Sharp Review Final Report	
	Task Group/Short Sharp Review Updates	
	WCC Health Overview & Scrutiny Committee – update from Representative	
	Cabinet Leader’s Work Programme	
	O&S Board Work Programme	
11/12/17	Working Group Updates – Finance & Budget Measures Dashboard	
	Task Group/Short Sharp Review Updates	
	WCC Health Overview & Scrutiny Committee – update from Representative	
	Cabinet Leader’s Work Programme	
	O&S Board Work Programme	
15/01/18	Working Group Updates – Finance & Budget Measures Dashboard	
	Task Group/Short Sharp Review Updates	
	O&S Recommendation Tracker	
	WCC Health Overview & Scrutiny Committee – update from Representative	
	Cabinet Leader’s Work Programme	
	O&S Board Work Programme	
12/02/18	Working Group Updates – Finance & Budget Measures Dashboard	
	Task Group/Short Sharp Review Updates	
	WCC Health Overview & Scrutiny Committee – update from Representative	
	Cabinet Leader’s Work Programme	
	O&S Board Work Programme	
26/03/18	Working Group Updates – Finance & Budget	

Date of Meeting	Subject	Additional Information
	Measures Dashboard	
	Task Group/Short Sharp Review Updates	
	Scrutiny of the Crime and Disorder Partnership.	
	WCC Health Overview & Scrutiny Committee – update from Representative	
	Cabinet Leader’s Work Programme	
	O&S Board Work Programme	
23/04/18	Overview & Scrutiny Board Annual Report and Review of the Work of the Board (including the role of the working groups).	
	Working Group Updates – Finance & Budget Measures Dashboard	
	Task Group/Short Sharp Review Updates	
	WCC Health Overview & Scrutiny Committee – update from Representative	
	Cabinet Leader’s Work Programme	
	O&S Board Work Programme	

Updates Received - Monthly

The Council’s representative on the Worcestershire Health Overview and Scrutiny Committee (who must be a member of the Overview and Scrutiny Board) provides a verbal update to the Board each month.

The Council’s representative on any Joint Scrutiny Task Group’s will be expected to provide an update (verbal or written) on the work of that Group at each Board meeting.

The Chairman of any Working Group, Task Group or Short Sharp Review set up by the Board will be expected to provide a written or verbal update in respect of the work being carried out and progress of the investigation by the Group Members.

Reports to be Received by the Board (at its discretion)

Write Off of Debts Report	(last report received 27/06/16)
Sickness Absence Performance - biannually	(last report received 31/10/16)
Making Experiences Count	(last report received 27/06/16)
Summary of Environmental Enforcement	(last report received 08/08/16)

Planning Backlog Data

Received 6 monthly as follows:

- 31st March - to be received at April/May meeting
- 30th September - to be received at October/November meeting

Scrutiny of Crime & Disorder Partnership

The Board must hold at least one meeting at which it considers the scrutiny of Crime and Disorder Partnership.

Areas for further discussion and possible inclusion within the Work Programme carried forward from the 2015/16 Training Event

- Community Transport facilities
- Planning Issues – Particularly enforcement
- Local Plan Development
- Residential developments causing traffic problems
- Social Housing issues
- Lack of affordable social housing for young people
- BDHT addressing issues re sites.
- Youth provision
- Town Centre shops
- Town Centre Regeneration

When considering topics for investigations Members may wish to take into account the Council's Strategic Purposes as detailed below:

Our Strategic Purposes for Bromsgrove



Help me to live my life independently

Help me to be financially independent

Keep my place safe & looking good

Help me find somewhere to live in my locality

Provide good things for me to see, do & visit

Help me run a successful business

Support services enable us to deliver our purposes

 **Bromsgrove District Council**
www.bromsgrove.gov.uk

For more information view the Council Plan at:
<http://www.bromsgrove.gov.uk/cms/council-and-democracy/council-plan.aspx>

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