



BROMSGROVE DISTRICT COUNCIL

MEETING OF THE CABINET

WEDNESDAY 1ST NOVEMBER 2017 AT 6.00 P.M.

PARKSIDE SUITE - PARKSIDE

MEMBERS: Councillors G. N. Denaro (Leader), K.J. May (Deputy Leader),
B. T. Cooper, M. A. Sherrey, C. B. Taylor and P. J. Whittaker

AGENDA

1. To receive apologies for absence
2. Declarations of Interest

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 Cabinet held on 4th October 2017 (Pages 1 - 6)
4. Minutes of the meeting of the Overview and Scrutiny Board held on 18th September 2017 (Pages 7 - 14)
 - (a) To receive and note the minutes
 - (b) To consider any recommendations contained within the minutes
5. Minutes of the meeting of the Worcestershire Regulatory Services Board held on 5th October 2017 (Pages 15 - 24)
 - (a) to receive and note the minutes
 - (b) to consider any recommendations contained within the minutes
6. Overview and Scrutiny Social Media Task Group Report (Pages 25 - 52)
7. Joint Waste Management Strategy Addendum (Pages 53 - 86)

8. Worcestershire Children and Young People's Plan (Pages 87 - 160)
9. Asset of Community Value Application - Methodist Church Hall, Greenhill, Blackwell (Pages 161 - 172)
10. Centres Strategy (Pages 173 - 228)
11. Medium Term Financial Plan - 2018/18 - 2021/22 - Budget Assumptions (Pages 229 - 234)
12. 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

24th October 2017

BROMSGROVE DISTRICT COUNCIL

MEETING OF THE CABINET

4TH OCTOBER 2017, AT 6.00 P.M.

PRESENT: Councillors G. N. Denaro (Leader), K.J. May (Deputy Leader),
M. A. Sherrey, C. B. Taylor and P. J. Whittaker

Observers: Councillors M. Glass and P. L. Thomas

Officers: Ms. S. Hanley, Ms. D. Poole, Mr G. Revans, Ms. C. Flanagan,
Mr D. Riley, Ms. R. Dunne and Ms. R. Cole

40/17 **APOLOGIES FOR ABSENCE**

An apology for absence was received from Councillor B. T. Cooper.

41/17 **DECLARATIONS OF INTEREST**

There were no declarations of interest.

42/17 **MINUTES**

The minutes of the meeting of the Cabinet held on 6th September 2017 were submitted.

RESOLVED that the minutes of the meeting of the Cabinet held on 6th September 2017 be approved as a correct record.

43/17 **OVERVIEW AND SCRUTINY BOARD**

The minutes of the meeting of the Overview and Scrutiny Board held on 22nd August 2017 were submitted.

RESOLVED:

- (a) that with reference to the recommendation contained in minute no 28/17 relating to staff surveys, the Lead Councillor for Supporting Staff assist in the formation of all future staff surveys and attend staff briefings;
- (b) that the remainder of the minutes be noted.

44/17 **COMMUNITY PANEL SURVEY 2017**

The Cabinet considered a report on the arrangements proposed for the new Community Panel Survey which it was intended to launch in October 2017.

It was noted that previously Bromsgrove had been part of the Worcestershire Viewpoint Project which had involved a Worcestershire-wide Panel and consultations on a wide range of public sector services and concerns.

The new arrangements comprised Bromsgrove District residents from the membership list for the Worcestershire Viewpoint Panel together with additional members recruited recently. It was felt that this would better meet the needs of the Council and would provide greater flexibility at a reduced cost.

Members considered the draft survey which could be completed by post or on line. It was reported that questions had been drawn up in consultation with service managers and whilst all Council services could not be covered in one survey, areas focussed on were relevant to the Council's Strategic Purposes. Members felt it would be useful to include a link to the Council's website to enable respondents to check their Ward.

Following discussion it was

RESOLVED that the Community Panel Survey attached as Appendix 1 to the report be noted and approved.

45/17

BLACK COUNTRY CORE STRATEGY ISSUES AND OPTIONS REPORT

Members considered a report on the draft officer response to the Black Country Core Strategy Issues and Options report. It was noted that consultation at this stage was non statutory and it would be possible to submit further responses through the ongoing engagement between this Council and the Black Country Authorities.

The Cabinet were well aware of the potential implications for this District of the Black Country Strategy, particularly in relation to housing figures and the need to review the green belt around the Black Country. The response stated the Council's wish to be involved in any consideration of sites which are on the periphery of the Black Country and which could have implications for this District.

In addition in relation to development within the Black Country's boundaries, there was concern regarding the impact on this Council's infrastructure. The cabinet endorsed the response reflecting this together with the need for a joined up approach to transport modelling.

RECOMMENDED:

- (a) that the contents of the report be noted; and
- (b) that the draft officer response to the Black Country Core Strategy Issues and Options report, as attached at Appendix A to the Cabinet report, be approved and submitted to the Black Country Authorities as this Council's consultation response.

46/17

TOWNSCAPE HERITAGE INITIATIVE (THI) GRANT) - 67 HIGH STREET, BROMSGROVE

The Cabinet considered a report on an application under the Town Heritage Initiative scheme in respect of 67 High Street Bromsgrove. The THI scheme was jointly funded by the Heritage Lottery Fund and Worcestershire County Council and was to facilitate the restoration of historic buildings on the High Street and sections of Worcester Road and New Road.

It was noted that the property in question was a Grade 2 Listed Building and was designated as a “priority plus” building as it clearly contributed to the enhancement of the Conservation Area and was eligible for THI funding. The proposal was to insert a new traditional shop front, carry out window and front elevation repairs and convert the upper levels into two apartments.

The application had been approved at a previous Cabinet in March 2015, prior to final tenders being received and at that time the grant had been capped at £195,000. The required documents had subsequently been received and used to calculate conservation deficit. The proposed grant was £218,820 and the owner of the property would contribute £73,666 of the total renovation costs.

Members welcomed the benefits the THI scheme was bringing to the improvement and regeneration of the High Street area.

RESOLVED that the award of a Townscape Heritage Grant of £218,820.34 in respect of 67 High Street Bromsgrove be approved.

47/17

COUNCIL TAX SUPPORT SCHEME 2018/2019

The Cabinet considered a report on the review of the Council Tax Support Scheme which is required to be undertaken annually.

It was proposed that there be no changes made to the level of support provided by the Council for 2018/19. As previously agreed the various allowances would be uprated in line with the Secretary of State’s annual announcement.

It was reported that in these circumstances there was no requirement to consult as set out in section 3.7 of the report. It was intended however that the continuation of the current scheme and the uprating of allowances would be publicised.

RECOMMENDED that no changes be made to the Council Tax Support Scheme for 2018/19.

48/17

DISCRETIONARY NON-DOMESTIC RATES REVALUATION SUPPORT SCHEME

The Cabinet considered a report on the proposed introduction of a Discretionary Non-Domestic Rates Revaluation Support Scheme.

It was reported that nationally the 2017 revaluation of Non Domestic properties had led to significant increases payable by some Ratepayers.

The Government had provided funding to Local Authorities for the award of Discretionary Revaluation Support and the amount awarded to this Council was set out in section 3.1 of the report. Local Authorities were able to design their own local schemes to support Ratepayers facing significant increases. The proposed scheme was set out in Appendix 1 to the report.

It was noted that the level of funding available from Government was fixed and would not be adjusted if the costs of the Scheme exceeded this level. The proposed scheme had been designed therefore to ensure that the cost of relief remains within the allocated funding whilst maximising support for eligible Ratepayers. In this regard Members noted the Risk Management section of the report.

Following discussion it was

RECOMMENDED:

- (a) that the criteria for allocation of Discretionary as set out in Appendix 1 to the report be approved and adopted;
- (b) that the Executive Director for Finance be provided with delegated authority to adjust the percentage relief awarded in years 2018/19 and onwards in order to ensure that the maximum level of support is provided to businesses and that the Government funding meets the overall costs of the relief.

49/17

COMMERCIALISATION AND FINANCIAL STRATEGY

The Cabinet considered a report on a proposed Commercialisation and Financial Strategy 2017-2020. The Strategy was attached as Appendix 1 to the report.

Officers reported that the Strategy would direct the Council's approach to commercialisation and to financial sustainability. The Strategy broadly outlined the Council's approach to these. There would be an increasing need to adopt a culture of actively looking for commercial opportunities whilst still focussing on the transformation programme including service reviews and redesign, shared services, revenue generation, pricing and maximising the value of Council assets.

It was noted that a Commercialisation Programme Board had been established and the Board had identified and prioritised three work

streams which it was felt provided the greatest opportunities for the Authority to become more commercial. These were:

- Use of land and assets
- Contracts
- Income including fees and charges

Members noted the Commercialisation Principles which were set out in section 1.5 of the Strategy. It was also noted that a culture and skills review would be undertaken and that it was important to ensure that officers had the correct skills to deliver the Programme.

Members also considered the Financial Strategy section which set out the Council's strategic approach to the management of its finances and provided a framework to enable the Medium Term Financial Plan to be developed to include indicative budgets and Council tax levels over a four year period.

Members recognised that this was an important overarching Strategy which was aligned to many other Council Strategies and Policies.

Following discussion it was

RECOMMENDED that the Commercialisation and Financial Strategy 2017-2020 as attached at Appendix 1 to the report be approved and adopted.

50/17

REVIEW OF FINANCIAL REGULATIONS AND CONTRACT PROCEDURES

The Cabinet considered a report on a review of the Council's Contract Procedure Rules and Financial Procedure Rules. The review had been undertaken with a view to the Rules being updated in line with best practice. The Contract Procedure Rules would provide clarity on roles, responsibilities and limits whilst the Financial Procedure Rules would provide certainty on what is permitted and formed a key part of the Council's internal framework.

Officers highlighted some of the areas within the Contract Procedure Rules including:

- Procurement Limits – including the £3,000 - £25,000 band for a requirement to obtain three written quotations as this will ensure this is undertaken on the majority of Council transactions;
- Limited exemptions where the rules would not apply;
- The ability to procure through collaborative and e-procurement arrangements;
- Requirements to be followed on the procurement of goods and services;
- The steps required if there is a need for consultants

Agenda Item 3

Cabinet
4th October 2017

In respect of the appointment of consultants, Members requested an amendment to section 11.5.7 (v) to require that the Director of Finance and Resources is always consulted on the documentation and that the relevant portfolio Holder is always notified.

It was noted that the Financial Procedure Rules included an important link to the Contract procedure Rules and this was set out in section 6.3. Other areas highlighted included:

- Key processes covered by the Financial Procedure Rules in addition to the arrangements for preventing financial irregularities and money laundering;
- The writing off of uncollectable debt;
- Budgetary controls and virements including virement limits;

Cabinet noted that Executive Summaries of both sets of Rules had been considered by the Budget Scrutiny Group and their considerations were reflected in the Rules.

Cabinet welcomed the proposed revised Contract Procedure and Financial Procedure Rules and felt they would provide greater clarity regarding processes and would encourage good decision making.

Following discussion it was

RECOMMENDED:

- (a) that the revised Contract Procedure Rules and Financial Procedure Rules as set out in Appendices 1 and 2 to the report be approved, subject to the amendment to section 11.5.7 (v) of the Contract Procedure Rules as contained in the preamble; and
- (b) that the revised Rules come into effect as from 23rd November 2017.

The meeting closed at 6.50 p.m.

Chairman

BROMSGROVE DISTRICT COUNCIL

MEETING OF THE OVERVIEW AND SCRUTINY BOARD

18TH SEPTEMBER 2017, AT 6.00 P.M.

PRESENT: Councillors L. C. R. Mallett (Chairman), S. A. Webb (Vice-Chairman), C. Allen-Jones, S. J. Baxter, C. J. Bloore, S. R. Colella, M. Glass, C. J. Spencer and M. Thompson

Observers: Councillor G. N. Denaro and Councillor K. J. May

Officers: Ms. J. Pickering, Mr D. Piper, Mr. K. Hirons, Ms C. Baxter, Ms. A. Scarce and Ms. J. Bayley

36/17 **APOLOGIES FOR ABSENCE AND NAMED SUBSTITUTES**

Apologies for absence were received on behalf of Councillors C. A. Hotham and R. J. Laight and it was confirmed that Councillor S. Baxter was attending as a substitute for Councillor Hotham.

37/17 **DECLARATIONS OF INTEREST AND WHIPPING ARRANGEMENTS**

There were no declarations of interest nor of any whipping arrangements.

38/17 **MINUTES**

The minutes of the meeting of the Overview and Scrutiny Board held on 22nd August were submitted.

RESOLVED that the minutes of the meeting of the Overview and Scrutiny Board held on 22nd August be approved as a correct record.

39/17 **DOLPHIN CENTRE - UPDATE ON THE WORK WITH DISPLACED GROUPS - PRESENTATION**

The Head of Leisure and Cultural Services delivered a presentation to update the Board on the work that had been undertaken by Officers to support displaced groups as part of the move to the new leisure centre (Appendix 1). During consideration of the presentation the following points were highlighted for Members' consideration:

- A new operator had been awarded the contract for delivering the Council's leisure services; Sport and Leisure Management Ltd (SLM) - Everyone Active.

Agenda Item 4

Overview and Scrutiny Board
18th September 2017

- A number of groups that had participated in daytime and weekend sessions at the Dolphin Centre had been accommodated elsewhere.
- A lot of work had been undertaken by Council staff to ensure that as many groups as possible that used the Dolphin Centre could obtain suitable accommodation elsewhere.
- The North Bromsgrove High School site had been the subject of improvement works, with a new lift installed to ensure access for people with physical disabilities.
- The badminton group that usually met on a Monday had decided to meet in Redditch and Droitwich in future.
- The amount of circuit training would be increasing in the district following the changes.
- The Lodge Park Netball Club, which previously met on Wednesday evenings, had merged with another netball club. Their options for meeting were in the process of being considered.
- One of the two gymnastics clubs that had previously met at the Dolphin Centre had been accommodated at North Bromsgrove High School.
- Football club bookings had primarily transferred to North Bromsgrove High School.

Following the presentation a number of points were discussed in detail and the Chairman invited a local resident to sit at the table to participate in these discussions:

- The times when local groups currently met and the extent to which this was accurately reflected in the presentation.
- The contribution made by volunteers involved in local sporting groups and the potential for the Council to thank these volunteers for their efforts.
- The action that would be taken by the Council and Everyone Active to communicate any changes in the timetable and venue for local sport sessions.
- The date for the introduction of the new arrangements. The Head of Leisure and Cultural Services explained that the aim was to open the new leisure centre on 1st November 2017 though there was still slight potential for delay.
- The business case for the new leisure centre and the fact that this had been highlighted by the Council's external auditors as a robust document.
- The potential for Information in respect of displaced organisations to be provided for Members' consideration, as detailed in the presentation. (Councillor Bloore made reference to a number of groups and it was agreed that he would provide details of these to the Head of Leisure and Cultural Services outside of the meeting.)
- The contact that some residents involved in local groups had made with a number of Members.
- The support required by the one gymnastics group that had not been accommodated by the Council. Members were advised that

because this group met after 4.00pm it had not been possible to accommodate them at the school as this conflicted with school hours.

At the end of these discussions the Board

RESOLVED that the update report be noted.

40/17

PARKING ENFORCEMENT - RESPONSE TO POINTS RAISED AT THE BOARD MEETING HELD ON 26TH JUNE 2017

The Environmental Services Manager together with a representative of Wychavon District Council's Civil Parking Enforcement Service presented a report addressing the points in relation to parking enforcement that had been raised at a meeting of the Board on 26th June 2017.

During consideration of this item the following points were discussed in detail:

- The cost of the parking service for Bromsgrove District Council was just over £202,000. This figure covered all of the parking services, not just enforcement.
- The revenue generated by parking fees. Members were advised that £49,000 were generated from fines from on street parking and over £75,000 from off street parking.
- Income to the Council from parking was just under £1 million, when parking payments that did not involve a fine were taken into account.
- Members requested a breakdown of the finances for the service.
- The work of bailiffs involved in recovering unpaid parking fees. Members were advised that any bailiffs would be selected by Bromsgrove District Council and did not form part of the contract with Wychavon District Council.
- The current consultation taking place in respect of parking payment machines. Members were advised that this consultation process was due to be completed in November.
- The length of time vans were permitted to use to unload goods at retail premises. Members were advised that vans were permitted 10 minutes for such purposes before enforcement action would occur.
- The focus of the original Notice of Motion to Council on parking in the vicinity of schools and the potential for enforcement action to be taken in these areas.
- The potential, under the Highway Code, for drivers to stop on double yellow lines to enable children to alight or be collected and the fact that this meant enforcement action could not be taken in these circumstances.
- The problems that occurred when parents arrived early to collect their children from school. In some cases parents would park on

double yellow lines and leave their engines running whilst they waited.

- The role of the schools in educating parents about parking requirements and action that had previously been taken by local schools to address this problem.
- The role of Police Officers and Police Community Support Officers (PCSOs) in respect of undertaking enforcement action close to schools. The Board was informed that only the Police could take enforcement action in relation to blocked pavements.
- The number of parking enforcement officers operating in the district.
- The potential to raise the issue of parking problems and enforcement difficulties with Worcestershire County Council which had lead responsibility for many aspects involving public highways and local authority schools.
- The number of complaints received by Members in respect of parking violations and the need for the Council to address residents' concerns.

Following consideration of the report the Board considered action that could be taken to address this issue moving forward. There was general consensus that a Task Group review focusing on parking problems around schools should be undertaken. Members noted that there were already two scrutiny reviews taking place and a further review coming to its conclusion. In this context it might not be possible to launch this exercise until some of the other scrutiny work had been completed due to the implications for both Members' and Officers' workloads. However, a Topic proposal form, setting out proposed terms of reference, could be drafted and submitted for Members' consideration at the following meeting of the Board.

RESOLVED that

- (1) A Task Group be established to review parking problems around schools in Bromsgrove district;
- (2) Councillor C. J. Bloore be appointed as Chairman of this review;
- (3) Non-Executive Members be invited to express an interest in participating in this exercise;
- (4) The Senior Democratic Services Officer meet with Councillor Bloore to complete a Topic Proposal form for this review; and
- (5) The Topic Proposal form be submitted for Members' consideration at the next meeting of the Board.

41/17

CENTRES STRATEGY

The Head of Economic Development and Regeneration presented the Centres Strategy for the Board's consideration and in so doing highlighted the following:

Agenda Item 4

Overview and Scrutiny Board
18th September 2017

- The document provided was a summary of the final glossy strategy that would be presented for the consideration of Cabinet on 4th October 2017.
- The strategy would enable the Council to have an effective economic development policy for the 7 centres managed by the North Worcestershire Economic Development and Regeneration Unit (NWEDR).
- The 7 centres had been agreed at a meeting of Cabinet in 2015 and had been selected on the basis of serving a local population in excess of 2,500.
- There were key themes underpinning work in all of the centres.
- The Centres Manager was working hard to develop constructive working relationships with business representatives in the local centres.
- As part of the work on the strategy action plans had been developed for each of the centres.
- Monitoring would be implemented to help assess the impact of the strategy and the action plan, with key performance indicators having been identified to enable this to happen.

The Board subsequently discussed a number of matters relating to the strategy in further detail:

- The amount of information provided in the summary report. The Chairman expressed disappointment that Members had not had a chance to pre-scrutinise the final report to Cabinet.
- The reasons why the 7 centres had been identified in 2015 and why this had not included Aston Fields.
- The potential to incorporate Aston Fields into the strategy in future years.
- The need for there to be appropriate capacity in order to expand the number of centres addressed at this strategic level.
- The basis of the original decision when the 7 centres had been identified. It was noted that Members had wanted to focus on those centres which were separated from Bromsgrove town centre and needed support to remain sustainable.
- The ongoing work provided by the NWEDR Unit to parts of the district not included as one of the 7 centres.
- The boundaries of the 7 centres and the town centre. Members were advised that the boundaries of the town centre were clearly defined in the local plan. Further information was requested in respect of the boundaries for the 7 centres.
- The focus of the Bromsgrove Enterprise Park.
- The events referred to in the strategy and the extent to which the Council was involved in organising events in the centres. Members noted that many events were organised by Parish Councils and Voluntary and Community Sector (VCS) groups).
- The use of A-Board by businesses and the extent to which these were encroaching on pedestrian areas and acted as a barrier to disabled access in Bromsgrove town centre.

- The number of void commercial properties in Bromsgrove town centre and the options available to the Council to encourage use of these spaces.
- The potential to introduce pop-up shows in the district.
- The availability of data for previous years against which progress could be monitored.
- The challenges with broadband access in the district and the extent to which this could be addressed by the strategy, for example in one of the Key Performance Indicators.
- The need to address the infrastructure problems impacting on Bromsgrove district, particularly in relation to travel, and the benefits of providing further information about this in the strategy.
- The potential for further economic development to be achieved through the Council working closely with the Worcestershire Local Enterprise Partnership (LEP).
- The potential for Cabinet to withhold making a decision on the subject of the strategy until the Board had had a chance to review the content of the final strategy.

At the end of these discussions Members discussed a number of options available moving forward. The suggestion was made that the Portfolio Holder for Economic Development the Town Centre and Strategic Partnerships could circulate the final report electronically amongst Members of the Board and an extra meeting could be held to enable pre-scrutiny of the document if considered appropriate. However, concerns were expressed that this would not be a practical solution in the time available before the Cabinet was due to consider the matter on 4th October. Alternatively it was suggested that Cabinet could be asked to postpone making a decision on this item, though concerns were raised that this might delay progress with economic development in the district. Suggestions were also made that the Board could recommend changes to the strategy to ensure that broadband connectivity and an extension to the number of district centres covered by the strategy was taken into account, but Members also expressed reservations about taking this approach when they had not had a chance to view the final strategy which might provide further information on these points. Without consideration of the Board's concerns and attempts being made to provide Scrutiny Members with sufficient access to the strategy in advance of a decision being taken the Chairman noted there was a risk that this matter could be the subject of a call in.

RECOMMENDED that the Centres Strategy is not approved in its current form until further information has been provided for the consideration of the Overview and Scrutiny board on the subject.

42/17

ARTRIX SLA ANNUAL UPDATE REPORT

The Chairman reminded Members that an annual report from the Artrix was part of the service level agreement and that previously the Board had received a detailed presentation. It had been agreed this year that a written report be received with the option to invite Members of the Artrix

to attend a future meeting should there be any areas within the report that Members wished to consider in more detail.

Following a brief discussion the Board gave it's thanks to the Atrix for providing such a detailed report and requested that, when available, the most recent accounts be provided for further information. These would be circulated to Members outside of the meeting.

RESOLVED that the Artrix SLA Annual update Report be noted.

43/17

FINANCE AND BUDGET WORKING GROUP - UPDATE

The Chairman of the Finance and Budget Working Group, Councillor L. C. R. Mallett, advised that there had been one meeting of the group. During this meeting Members had discussed the allocation of costs within shared services, the number of desks and the amount of time spent by senior officers on work for the different local authorities in the shared service. Heads of Service were now undertaking an exercise investigating their allocation of time; this was focusing both retrospectively on action that had been taken and on potential future action.

44/17

MEASURES DASHBOARD WORKING GROUP - UPDATE

The Chairman noted that no meetings of the Measures Dashboard Working Group had taken place since the last meeting of the Board. The next meeting of the group would take place on 27th September 2017.

45/17

TASK GROUP UPDATES

CCTV Short Sharp Review

Councillor Colella, Chairman of the CCTV Short Sharp Review requested an extension of time. It was explained that whilst no additional meetings would be needed, the Review Group had asked for additional information which would take some time for the officers to prepared. It was also hoped that interviews would be arranged with a number of witnesses including the Police and Crime Commissioner, or a representative from his office, a representative from the Police together with the relevant Portfolio Holder.

Social Media Task Group

Councillor Thompson provided an update on behalf of the Chairman. He advised that at the Group's previous meeting it had interviewed the Head of Communications at Worcestershire County Council and further discussed potential recommendations and areas to be covered within the final report. It was confirmed that the Group was still on schedule to bring this report to the October meeting of the Board.

Staff Survey Joint Scrutiny Task Group

Officers advised that Cabinet had received this report at its meeting on 6th September and whilst accepting the recommendation, had declined the offer of the relevant Portfolio Holder attending staff briefings and being involved in the formulation of the next staff survey, as it was felt that this was something which was more appropriate for the Lead Councillor for Supporting Staff to carry out.

Members were also asked to confirm that they were happy for Councillor Colella to act as the Lead Councillor for Supporting Staff from Bromsgrove and that he had been invited to attend a meeting in the near future in respect of the forthcoming staff survey.

RESOLVED that Councillor S. R. Colella be appointed at the Lead Councillor for Supporting Staff for Bromsgrove District Council.

46/17

CABINET WORK PROGRAMME

The Board considered the content of the Cabinet Work Programme for the period 1st October 2017 to 31st January 2018.

The Chairman commented that the content of the Cabinet Work Programme was shorter than the previous month and largely focused on the meeting of Cabinet due to take place on 4th October 2017. The Commercialism and Financial Strategy was already due to be considered by the Finance and Budget Working Group and the Industrial Units Investment Outline Business Case was scheduled for pre-scrutiny by the board later in the year.

Members noted that the Anti-Social Behaviour, Crime and Policing Act 2014 (Implementation of Provisions) item might be of interest to the Board in relation to their role as the Council's designated Crime and Disorder Scrutiny Committee. However, it was unclear, from the title, whether this would be relevant and therefore Members requested further information in respect of this item to enable a decision to be taken as to whether this should be subject to pre-scrutiny.

47/17

OVERVIEW AND SCRUTINY BOARD WORK PROGRAMME

Officers advised that the Board's work programme would be updated to incorporate all of the items that had been added during the meeting.

The meeting closed at 8.05 p.m.

Chairman

WORCESTERSHIRE DISTRICT COUNCILS

MEETING OF THE WORCESTERSHIRE REGULATORY SERVICES BOARD

THURSDAY, 5TH OCTOBER 2017, AT 4.30 P.M.

PRESENT: Councillors R. J. Laight, B. Behan, P. Witherspoon (substituting for Councillor J. Baker), A. Feeny, M. King, E. Stokes (Chairman), J. Smith and J. Hart

Partner Officers: Ms. A. Davey, Worcester City Council, Mr. V. Allison, Wychavon District Council, M. P. Merrick, Malvern Hills District Council and Mr. M. Parker, Wyre Forest District Council

Officers: Ms. J. Pickering, Mr. S. Wilkes, Ms. C. Flanagan, Mr. M. Cox, Ms. S. Garratt, Ms. K. Lahel, Mr. D. Mellors, Mrs. P. Ross and Ms. D. Parker-Jones

10/17 **APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTES**

Apologies for absence were received from Councillors P. Whittaker, Bromsgrove District Council, J. Baker and B. Clayton, Redditch Borough Council and J. Squires, Worcester City Council.

It was noted that Councillor P. Witherspoon, Redditch Borough Council was in attendance as substitute Member for Councillor J. Baker.

11/17 **DECLARATIONS OF INTEREST**

No declarations of interest were received.

12/17 **MINUTES**

The minutes of the meeting of the Worcestershire Regulatory Services Board held on 22nd June 2017 were submitted.

RESOLVED that the minutes of the Worcestershire Regulatory Services Board held on 22nd June 2017 be approved as a correct record.

13/17 **WORCESTERSHIRE REGULATORY SERVICES REVENUE MONITORING APRIL TO JUNE 2017**

The Board considered a report which detailed the financial position for the period 1st April 2017 to 30th June 2017.

The Executive Director, Finance and Corporate Resources, Bromsgrove District Council and Redditch Borough Council introduced the report and in doing so informed the Board that the report presented the final

financial position for Worcestershire Regulatory Services (WRS) for the period 1st April 2017 to 30th June 2017.

The Executive Director, Finance and Corporate Resources, Bromsgrove District Council and Redditch Borough Council informed the Board that there was a projected outturn underspend of £9,000, this was estimated to the yearend, and based on the current level of expenditure. There were a number of vacant posts within the service and these, together with savings from maternity leave, long term sick etc. had resulted in a projected underspend in salaries. This was offset by the costs associated with additional agency staff used to cover the vacancies, sick leave and to support the additional income generation. Officers would ensure that the reliance on agency cover would be as minimal as possible.

Members were further informed that as detailed in the report, there was an estimated overspend of £11,000 with regard to pest control. Officers would continue to monitor and analyse the impact on each partner authority, with the individual cost allocation being advised to partner authorities once the information had been analysed. It was proposed that in Quarter 2, partner authorities would be advised of their share of the actual cost to date.

The Executive Director, Finance and Corporate Resources, Bromsgrove District Council and Redditch Borough Council continued and drew Members' attention to Appendix 2 to the report; which detailed the income achieved by WRS during April 2017 to June 2017.

£73,000 worth of income had been received in Quarter 1 against a full year budget of £284,000. It was difficult at this early stage to give a clear picture of income outturn figures, however, if the same income trend continued for the rest of the year, the full year income target of £284,000 would be achieved. If the predicted potential level of income was achieved, the income figure would be exceeded. Officers remained confident that the additional income figure would be achieved.

The previous year's income had included sums from Worcestershire County Council, which made it difficult to identify any seasonal variations or similar potential changes that might impact on the volume of income achieved on a quarterly basis. Therefore there was some uncertainty at this stage on predicted outturn figures. WRS Team Managers would continue to closely monitor income and expenditure, with a clear picture being made available in Quarter 2.

RESOLVED that the final financial position for the period 1st April 2017 to 30th June 2017, be noted.

14/17

ACTIVITY AND PERFORMANCE DATA - QUARTER 1

The Board considered a report that detailed Worcestershire Regulatory Services Activity and Performance Data for Quarter 1, 2017/2018. The

Agenda Item 5

report focused on Quarter 1 but the data enabled previous years to be compared.

The Technical Services Manager, Worcestershire Regulatory Services (WRS) introduced the report and in doing so informed Members that during the current assessment period:-

- WRS had recorded 396 cases relating to food hygiene and safety. This total was consistent with the previous quarter but an increase of 45.1% compared to the same period in 2015. The highest percentage of cases were enquiries (52.0% - 206 cases) and complaints about food products (31.6% - 125 cases). In addition to food safety complaints and enquiries, 293 inspections had been carried out across the county. This included premises in the Food Hygiene Rating Scheme. During this period 97.9% of rated premises across Worcestershire included in the Food Hygiene Rating Scheme were broadly complaint, whilst 2.1% were non-complaint; so there was no overall sign of businesses being less well run.
- WRS had recorded 225 cases relating to health, safety and wellbeing, an increase of 13.6% compared to the previous quarter. The increase followed a greater number of health and safety cases, but was not considered to be significant, given the relatively low number of cases overall. The highest percentage of cases were general enquiries relating to health and safety (22.7% - 51 cases) health and safety complaints (21.3% - 48 cases) and accident reports relating to an employee or self-employed person being away from work for over seven days (16.4% - 37 cases).

Members were further informed that cases relating to nuisance and public health had increased by 20.9% compared to the previous quarter and 26.5% compared to the same period in 2016. This was at a time of year when WRS had historically seen the beginnings of a spike in complaints that followed into the summer season. It was likely that a period of good weather in late May and June was the reason for the increase.

The Technical Services Manager, WRS, briefly informed Members that the Government's draft air quality management plan for the United Kingdom had been launched and that further information on this was included in Agenda Item Number 6 – Information Report – Air Quality Update 2017.

The team had worked closely with colleagues from Worcester City on the extension of the gull control campaign.

The Licensing Team had engaged in a number of other initiatives, which had included the launch of the Best Bar None and the first of the year's taxi enforcement evenings in Bromsgrove.

National Licensing Week carried out in June 2017 saw a number of joint visits undertaken with the Gambling Commission to licensed outlets across the county.

Business satisfaction remained excellent at 98.4%, but satisfaction for non-business customers was slightly down at 71.7%. This partly reflected some of the difficult cases that the team had had to deal with; and not always able to resolve problems. The 32 compliments received in Quarter 1 demonstrated that staff continued to deliver good outcomes for the public where they could.

The Technical Services Manager, WRS, drew Members' attention page 18 in the report, which provided details of the owner of a café in Redditch, who was successfully fined for breaches of food safety and hygiene regulations.

The Head of Regulatory Services, WRS, responded to Members and confirmed that in Northern Ireland and Wales it was mandatory for businesses to display their Food Hygiene Rating Scheme stickers. The Government and the Food Standards Agency were under pressure to make it a mandatory requirement in England.

RESOLVED:

- a) that the Activity and Performance Data report for Quarter 1, 2017/2018, as detailed at Appendix 2 to the report, be noted; and
- b) that Members use the contents of the Activity and Performance Data report for Quarter 1, 2017/2018, to report the relevant information to their Members at each partner authority.

15/17

AIR QUALITY UPDATE 2017 - INFORMATION REPORT

The Board received an Information Report - Air Quality Update 2017, the report provided an update on air quality, following recent national developments; which included the Department for Environment, Food and Rural Affairs (Defra), Air Quality Action Plan.

The Technical Services Manager, Worcestershire Regulatory Services (WRS) introduced the report and in doing so informed Members that District Council's had a duty to review and assess local air quality within their districts against a set of health based objectives.

Under European Union (EU) Directives the United Kingdom (UK) was required to comply with those objectives by 2015 and Defra had published the National Action Plan to demonstrate to the EU how the UK intended to comply. In the National Action Plan, six areas were required to put in place Clean Air Zones (CAZ); these were London, Birmingham, Leeds, Southampton, Derby and Nottingham.

Agenda Item 5

The current National Action Plan focused on implementing CAZs in an additional 20 local authorities (Worcestershire authorities were not included).

The Local Air Quality Management process (LAQM) was the local authority role with air quality, as set out in Part IV of the Environment Act 1995; and subsequent Technical Guidance and Policy documents. There were a number of health based objectives for pollutants but for Worcestershire it was nitrogen dioxide which was the pollutant of concern.

The objectives for nitrogen dioxide were an annual average of 40 microgrammes per metre cubed for a residential property or school and a one-hour average of 200 microgrammes per metre cubed for a property where someone would realistically spend an hour, such as the outdoor seating area of a café or a playground.

The Technical Services Manager, WRS, continued and informed Members that WRS reported on the current situation, annually to Defra, on behalf of all districts.

Where a breach of the objective had been identified there was a requirement for the local authority to declare an Air Quality Management Area (AQMA). WRS monitored air quality around the district and where an area of concern was identified an assessment was carried out. Following declaration, there was a requirement to produce an action plan, to update that plan with progress and to report to Defra annually.

There were currently 10 AQMA's in Worcestershire and a Countywide Air Quality Action Plan which covered all but one of these.

The focus of recent Defra Guidance to local authorities was aimed at delivering the measures to improve air quality included in their local Action Plans.

The Technical Services Manager, WRS, drew Members' attention to pages 48 to 50 in the report, as this provided Members with an update on each of their local areas.

The Technical Services Manager, WRS, responded to questions from Members and briefly explained that an exceedance was where for a period of time the concentration of an individual pollutant(s) was higher than that set out in the Air Quality Standards. Exceedances were reported annually, but those exceedances only related to a relevant receptor, such as a residential dwelling. Levels above the standard where there were no residential properties, such as fields or industrial units, would not represent an exceedance of the standard.

RESOLVED:

a) that the Information Report - Air Quality Update 2017, be noted; and

- b) that Members use the contents of the report, to report the relevant information to their Members at each partner authority.

16/17

FOOD STANDARDS AGENCY AUDIT 2017

Following on from the Worcestershire Regulatory Services Board meeting held on 22nd June 2017, whereby Members received a verbal update on the Food Standards Agency Audit; the Board received a report which provided detailed information on the Food Standards Agency Audit of Worcestershire Regulatory Services (WRS) undertaken on 24th and 25th May 2017.

The Head of Regulatory Services, WRS, introduced the report and in doing so informed Members that the Food Standards Agency (FSA) was the national competent body for food law enforcement in England. Unlike many national regulators, the FSA always had a limited role in enforcing the law. Its main role was the promotion of better standards in the food industry and the oversight of local authorities which dealt with food law enforcement in their areas.

In two tier areas, food law enforcement was split between Worcestershire County Council (food composition / labelling and animal feed) and district councils (food hygiene / safety).

All local food authorities had to complete an annual data return to the FSA on their activities. The FSA then used that data to report back to the European Union (EU) on food law enforcement; effectively being required to demonstrate that the United Kingdom (UK) enforcement was meeting the requirements of the relevant harmonised EU directives.

The FSA also conducted routine audits of activity being undertaken by local authorities. These audits could be focused on particular areas of activity or they could cover the whole range of work undertaken by an authority.

The Head of Regulatory Services, WRS, highlighted that this was the first time that WRS food activity had been subject to the audit process.

When WRS was developing its Systems Thinking approach, the then Head of WRS had met with the FSA; and the service was given some leeway in order to explore new approaches and time for the new database system to be in place and functioning. Hence the FSA not auditing WRS until 2017.

Two auditors from the FSA visited WRS on the 24th and 25th May 2017. Their focus was on the broad delivery of food hygiene interventions by the service on behalf of Wyre Forest District Council. The FSA could only audit individual local authorities it could not audit the service as a whole.

Agenda Item 5

However, officers were able to refer to work carried out on behalf of other partner authorities, where they had not carried out a particular activity on behalf of Wyre Forest District Council. This was helpful in demonstrating the broad competence of the service.

During the two day audit process, the auditors worked with the Food Lead Officer and the Database Administrator. They appeared to be very impressed with the levels of reporting being generated from the system. Officer training records were reviewed to ensure that the competency requirements were being addressed. Officer authorisation processes and the scheme of delegation also formed part of the review process. The Community Environmental Health Manager was also engaged with the process.

The Food Lead Officer was in the process of documenting the current approach to qualitative monitoring and would develop a fuller programme which would be included in the 2018/2019 Worcestershire Regulatory Services, Service Plan.

Other actions resulting from the audit included updating the WRS Operating Principles document, as detailed on page 53 in the report.

The Head of Service further informed Members that he was present for the initial and closing meetings on each day.

Generally the auditors were happy with what WRS was achieving and that the service was delivering the required official food controls regime in the spirit of the EU Directive and in a manner that fitted with the FSA's current policy; focusing on supporting legitimate traders and using information and intelligence to tackle the rogues and those who were less willing to meet standards.

The auditors noted the section in the most recent WRS Business Plan, which indicated that the service was operating at close to the minimum numbers required to deliver services and they were pleased that this had been flagged to Members and that Members appeared to have acknowledged this.

No areas of significant concern were identified and the actions recommended were relatively straightforward to put in place.

The auditors did however make a number of key areas for improvement, as detailed on pages 52 and 53 in the report, which officers had already begun to resolve.

The Head of Regulatory Services, WRS, highlighted to Members that the FSA were currently looking to radically change the way food law enforcement was undertaken through its "Regulating the Future" review; and it seemed clear that the approach to these activities being used by WRS fell in line with the new approach being developed by the FSA.

So, yet again the Worcestershire Authorities were ahead of the curve in innovation in relation to service delivery.

The Chairman asked for it to be noted that it was brave of WRS and partner authorities to have been so innovative.

RESOLVED that the Food Standards Agency Audit 2017 report be noted.

17/17

PRIMARY AUTHORITY REVIEW - VERBAL UPDATE

The Business and Relationships Manager, Worcestershire Regulatory Services (WRS) provided the Board with a verbal update on Primary Authority.

The Business and Relationships Manager, WRS informed Members that as of the 1st October 2017, Regulatory Delivery had made changes to Primary Authority. The Enterprise Act 2016 included measures to extend and simplify Primary Authority enabling all United Kingdom (UK) businesses to benefit, including pre-start-up businesses.

Summary of key changes:

- Fewer eligibility criteria, enabling businesses trading in one local authority area and those who were not yet trading to access assured advice.
- Simpler access to advice through coordinated partnerships.
- A more structured role in Primary Authority for public bodies with a regulatory or supervisory role across the UK (national regulators).
- Streamlining the Primary Authority processes.

As from 1st October 2017 every UK business was able to access advice they could trust from one place.

Through Primary Authority, businesses could form a statutory partnership with a local authority, which provided them with assured advice which other regulators had to follow.

Primary Authority provided local regulators with a highly effective tool to improve compliance and build better relationships with businesses, whilst aiding economic growth.

The Business and Relationships Manager, WRS, further informed the Board, that all WRS direct partnerships were either signed up to the new terms and conditions or were in the process of doing so.

Officers were in conversation with three direct partnerships and one co-ordinated trade association partnership. Meetings had been scheduled to liaise with them with regard to signing up as a Primary Authority.

An internal Primary Authority Review was carried out this year. WRS had decided to change the way Primary Authority was negotiated as from January 2018. This was from both a business perspective and from an income generation/ accounting perspective. The review found that WRS was working reactively. Therefore meetings had been scheduled as from October 2017, with each Primary Authority, initially to go through the recent Primary Authority changes, but also to work with each Primary Authority to look at what they needed from WRS over the next 12 month period. Therefore giving WRS a better understanding of resource allocation and to see how much income was expected to be generated from Primary Authority partnerships.

At the request of the Chairman, the Head of Regulatory Services, WRS, briefly explained that Primary Authority was a statutory scheme established by the Regulatory Enforcement and Sanctions Act 2008 (the RES Act). It enabled eligible businesses to form a legally recognised partnership with a single authority in relation to regulatory compliance. The local authority was then known as its 'Primary Authority'. The scheme made it easier for business's to comply with regulation and to operate in the United Kingdom.

There were two types of partnership, 'direct' and 'co-ordinated'. The term 'direct partnership' was used where the business accessed the scheme by virtue of being regulated by more than one local authority or traded across different authority boundaries. The term 'co-ordinated partnership' was used where the business accessed the scheme by virtue of the fact that it shared an approach to compliance with other businesses, for example a trade association that provided regulatory guidance to its members.

RESOLVED that the Primary Authority verbal update from the Business and Relationships Manager, Worcestershire Regulatory Services, be noted.

18/17

CHAIRMAN'S UPDATE

At this stage in the meeting the Chairman informed the Board that she was delighted to have been invited to attend the Chartered Institute of Environmental Health, Excellence Awards Ceremony, on 2nd November 2017. WRS had been shortlisted in the Outstanding Environmental Health Team award category; comprising of the Community Environmental Health Division and the Technical Services Division.

The Technical Services Manager, WRS, informed the Board that Chris Poole, Senior Technical Officer, WRS, had also been shortlisted, at the same award ceremony, for an Environmental Hero (Air Quality) award.

The Chairman commented that she would endeavour to update Members on the outcome of the award ceremony at the next Board meeting.

Agenda Item 5

The meeting closed at 5.25 p.m.

Chairman

CABINET

1st November 2017

SOCIAL MEDIA TASK GROUP

Relevant Portfolio Holder	Councillor G Denaro
Portfolio Holder Consulted	Yes
Relevant Head of Service for Overview and Scrutiny	Claire Felton – Head of Legal, Equalities and Democratic Services
Wards Affected	All
Ward Councillor Consulted	All Ward Councillors were invited to join the Task Group.
Non-Key Decision	

1. SUMMARY OF PROPOSALS

- 1.1 The purpose of this report is to give Cabinet the opportunity to consider the findings and recommendations of the attached Overview and Scrutiny Board report.

2. RECOMMENDATIONS

2.1 The Cabinet is requested to:

- (a) consider the attached Overview and Scrutiny Board report (Appendix 1) and the recommendations contained within it;
- (b) to either resolve, amend or reject each of the recommendations contained in the report; and
- (c) provide an Executive Response to the Overview and Scrutiny Board report and recommendations, which may include an Action Plan to summarise how and when each of the agreed recommendations will be implemented.

3. KEY ISSUES

Financial Implications

- 3.1 The estimated Financial and Resource implications of the recommendations are detailed in the Summary of Recommendations of the appended report.

Legal Implications

- 3.2 These are detailed within the attached report.

Service/Operation Implications

- 3.3 Following the submission of an Overview and Scrutiny Topic Proposal form, by Councillor Chris Bloore, at the Overview and Scrutiny Board meeting held on 19th September 2016 it was agreed that a Task Group would be established to investigate the Council's use of social media. Full details of the Task Group's investigations are detailed in the attached report.
- 3.4 The report and recommendations will be considered by the Overview and Scrutiny Board at its meeting on 30th October 2017 and referred to Cabinet for consideration.

Customer / Equalities and Diversity Implications

- 3.5 N/A

4. RISK MANAGEMENT

- 4.1 N/A

5. APPENDICES

Appendix 1 – Social Media Task Group Report

6. BACKGROUND PAPERS

See attached report for details.

7. KEY

None

AUTHOR OF REPORT

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OVERVIEW & SCRUTINY BOARD

SOCIAL MEDIA TASK GROUP

FINAL REPORT



October 2017



Bromsgrove
District Council
www.bromsgrove.gov.uk

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Contents

	Page No
1. Membership of the Task Group	1
2. Foreword from the Chairman	2
3. Summary of Recommendations	3
4. Background Information	5
5. Chapter 1 – The Council’s Use of Social Media	6
6. Chapter 2 – Members’ Use of Social Media	10
7. Areas to Note	13
8. Appendix 1 – Terms of Reference	14
9. Appendix 2 – Declarations of Interest	16
10. Appendix 3 – Current signage displayed at meetings	17
11. Appendix 4 – Analysis of survey results	19
12. Appendix 5 – Work Programme	21
13. Appendix 6 – Acknowledgements, Witnesses and Background Papers	22

MEMBERSHIP OF THE TASK GROUP



Councillor Rod Laight (Chairman)



Councillor Sean Shannon



Councillor Michael Thompson



Councillor Les Turner

SUPPORTING OFFICER DETAILS

Amanda Scarce – Democratic Services Officer

a.scarce@bromsgroveandredditch.gov.uk

Foreword from the Chairman

The topic was proposed by Councillor Chris Bloore, so we are grateful to him for introducing us to such an interesting subject.

I have to record my thanks and appreciation to the Councillors who worked together so well and efficiently, Sean Shannon, Les Turner and Michael Thompson, who joined us after a couple of meetings and who also so kindly stepped in as Vice Chairman in my absence.

This was a journey of revelation for the whole group, three of us to start, we shared the wealth of information that quickly cascaded down to us from the witnesses who were all very experienced in all aspects of using social media, Anne-Marie Harley, our own Communications Manager was inspirational and a real help to us. Tristan Harris, from the Bromsgrove Standard who gave us a serious but light hearted insight to the paper's extensive use of a range of social media. Finally, Keith Beech, Head of Communications at Worcestershire County Council, who provided us with an insight as to how social media was used there, by both officers and Members.

We covered, very thoroughly, the Council's and Members' use of social media which informed the basis of our recommendations; five in total of which number five has to be a priority. The three initial starter Councillors scaled a very steep learning curve and quickly, working together, cut through our ignorance and prejudices to explore the tweeting and Facebooking secrets! We became first tweeting friends and I hope that all Members take part in the Member induction programme which is essential to gain the advantages and rewards possible from the phenomena of the social media world, but to be made aware of the ways to stay safe.

I conclude by sincerely thanking our supporting officer, Amanda Scarce, who went above the normal level of support, particularly of myself during a very difficult period for me, Amanda kept the ship afloat and on an even keel, resulting in an excellent Task Group report which will tremendously benefit all the Members and officers too.

Councillor Rod Laight
Social Media Task Group

Summary of Recommendations

After consideration of the evidence available and interviewing witnesses the Task Group have proposed the following recommendations, supporting evidence can be found under the relevant chapters within the main body of this report.

Chapter 1 – the Council’s Use of Social Media:

Recommendation 1
That the Council should promote its meetings through social media in order to engage with residents.
Financial Implications for recommendations: There are no financial implications relating to this recommendation.
Legal Implications for recommendations: There are no direct legal implications relating to this recommendation.
Resource Implications: Officer time would be spent in inputting the information on to the various social media sites which the Council uses.

Recommendation 2
That the Council should consider a trial of the live streaming of particular items/meetings of interest to residents through Facebook.
Financial Implications: There are no financial implications relating to this recommendation.
Legal Implications: There are no direct legal implications. Under current legislation the meetings can be filmed by anyone without permission of the Council or those attending. However, it should be noted that the relevant disclaimers should be displayed in the relevant meetings rooms advising of this (the current signage is attached for information at Appendix 3).
Resource Implications: There would be resource implications in respect of officer time spent in attending meetings to film the relevant agenda items/meetings.

Recommendation 3
<ul style="list-style-type: none"> (a) that the Council’s Social Media policy be reviewed with the emphasis on providing guidance for officer use; (b) that a separate section be included which is dedicated to guidance for Members’ use of social media; and (c) that Members of the Task Group assist with the section in respect of guidance for Members’ use.
Financial Implications: There are no direct financial implications arising from this recommendation.

Legal Implications:

There are no direct legal implications.

Resource Implications:

There would be resource implications to this recommendation in respect of officer time spent researching and reviewing the Council's Social Media Policy.

Recommendation 4

That an area be created on the Measures Dashboard dedicated to data in respect of access to the Council's social media accounts in order to measure its usage.

Financial Implications:

There are no direct financial implications relating to this recommendation.

Legal Implications:

There are no direct legal implications.

Resource Implications:

There were be resource implications in respect of officers time in setting up and updating any such measures.

Chapter 2 – Members' Use of Social Media:**Recommendation 5**

That as part of the Member Induction Programme a workshop type training session be provided for Members, covering the following areas:

- (a) An introduction to Social Media on an iPad; and
- (b) Any legal implications of Members' use of social media and how to keep safe.

Financial Implications:

There are no direct financial implications relating to this recommendation.

Legal Implications:

There are no direct legal implications.

Resource Implications:

There would be resource implications in relation to officer time in preparing and presenting any training to Members.

Background Information

Councillor C. J. Bloore presented a topic proposal form containing proposed terms of reference for a Task Group review of the Council's use of social media at the Overview and Scrutiny Board meeting held on 19th September 2016. Members were advised that the subject had been raised at a meeting of the Preventing Homelessness Task Group, when the potential for social media to be used more effectively to promote the support available from the Council to vulnerable residents had been considered. The Council used social media, including Facebook and Twitter, but it was suggested that more creative use could be made of these and lessons could be learned from other organisations.

The Board was advised that the Council's Communications Team had been contacted about the proposed review and were very enthusiastic about the suggestion. Opportunities to make further use of social media had been identified and Officers were keen to discuss these with Members. Whilst it was noted that these could potentially be discussed with the Board, a Task Group activity would provide an opportunity to explore potential uses of social media for a range of services and to investigate how other organisations, in the public, private and voluntary sector, used social media to engage with customers. A review could also explore how social media could help the Council to engage more effectively with hard to reach groups.

Following consideration of the topic proposal the Board agreed that a Task Group should be set up and appointed Councillor Laight as its Chairman at the meeting held on 31st October, requesting that the Group report back with its findings within 6 months.

The Group has held 10 meetings in total since that date and held discussions with a number of key witnesses. The Group also carried out a survey of all Councillors to find out whether they used social media and if so how and what types and for those who did not the reasons why this was the case.

Chapter 1

The Council's Use of Social Media

From an early stage it was clear that there were two particular areas of investigation for the Task Group, namely how the Council used social media and how Members themselves used it. In this first chapter we will look at the areas the Task Group investigated in respect of the Council's use of it and the evidence gathered to support its recommendations in respect of that use.

One of the first witnesses the Task Group interviewed was the Communications Manager, Anne-Marie Harley, who provided a wealth of information in respect of the forms of social media used by the Council, how these were monitored and looking to the future and widening the audience, new ways the Council could use it to promote its work and reach its target audience.

The main areas of social media used, each had a different audience and were used for different things:

- Facebook was for friends and allowed people to chat in a social surrounding.
- Twitter was for comments to be noted and shared and the audience was very different to that of Facebook.
- LinkedIn was becoming popular and was for "professionals" and used as a business tool.
- Instagram was beginning to take over from Facebook in some areas, but was more visual and concentrated on images.
- WhatsApp was used for groups to share messages and communicate. The Communications Manager gave an example of how this was beginning to be used by the Town Centres Manager, which enabled her to put retailers from the smaller centres around the district in touch with each other and get messages out to a large number of people quickly.

The Communications Manager provided Members with information around the various types of social media that were used by the Council, the main ones being Facebook and Twitter. She provided details around the number of followers for each and how we can measure the number of followers and the type of people who follow the Council. This included what they looked at, the type of content that engaged people and how that content could increase the number of people.

Detailed data was also considered by the Group which included usage and comparisons with that of other authorities in the County. It was acknowledged that the usage figures differed due to the demographics of each council, for example Redditch had more Facebook users as it had on average a younger population, Wychavon had a larger following for Twitter and lots of Members there re-tweeted, Worcester City also had a much larger following. Twitter

Agenda Item 6

was the most popular for Bromsgrove and it was clear that by “sharing” posts the number of people increased significantly, as opposed to just “liking” something or commenting on it.

The Group were informed that social media was used for specific campaigns and that both the Facebook and Twitter accounts were accessed and updated by the Communications Team, allowing them to update the accounts outside of office hours, which in turn enabled them to highlight any issues that were of importance to the District during those times. All press releases were usually put on to these accounts in order to reach as wide an audience as possible. Job advertisements were always popular and looked at and shared. Facebook had also been used as part of a number of surveys, as it was another way in which to reach people. Social media allowed the Council to reach a larger audience with minimum effort and engage them in debate. However, it was noted that it was another tool to be used and not one which would replace more traditional forms of getting information out to residents.

It was also explained that Facebook was beginning to realise how businesses used it as a marketing tool and there was now an option, for a small charge, to boost the number of people your message reached. This was something which Members felt warranted further investigation and monitoring in order to ascertain whether it was cost effective, although the initial view was that it would be.

From its investigations it was clear to the Task Group that the Communications Team were making good use of social media to reach a wider audience and that Members needed to be more proactive in their use of it as it was clearly something which would continue to grow and play a major part in communicating with residents and a wider audience. Members discussed ideas of how social media could be used to engage with people and involve them more in the democratic process, it was understood that it had been used to encourage people to both register to vote and to vote on polling day. This led Members to consider whether it could also be used to inform residents about forthcoming Council meetings and even to live “stream” some meetings or at least items which were of interest to a wider audience. Members were reminded that due to recent changes in legislation members of the public were able to record, either by video or audio, meetings and that the Council now had to display signage advising those attending of this.

An example of live streaming was given from a series of public meetings which had been held at Redditch Borough Council, who had set up a Health Commission to investigate the proposed changes to a local hospital. This had a lot of local interest and members of a local pressure group had attended and live streamed the meetings via Facebook, for those that were unable to attend. By doing this a wider audience was reached and the meeting became more accessible to residents, allowing them to view it at their convenience.

After consideration this led the Task Group to believe that there was the potential to both promote meetings, particularly those that may have

significant local interest through Facebook for example Planning Committee meetings, to a wider audience. It was also agreed that consideration should be given to live streaming some parts of meetings, again perhaps for areas where there was significant local interest in a particular agenda item. It was acknowledged that whilst there were no direct financial implications from this, as the Communications Team had access to suitable equipment, there would be a resource impact in respect of officer time in attending meetings that they perhaps would not have otherwise attended. For this reason it was suggested that it was initially restricted to particular meetings/items where there was likely to be a wider public interest.

The Task Group therefore recommends the following:

Recommendation 1

That the Council should promote its meetings through social media in order to engage with residents.
--

Recommendation 2

That the Council should consider a trial of the live streaming of particular items/meetings of interest to residents through Facebook.
--

During the Course of its investigations the Task Group reviewed the current Social Media Policy. This led to some lively discussion around the does and don't for both staff and Members and in some cases the relationship between staff and Members and it was questioned whether it was appropriate for staff to be "friends" with Members on Facebook. It was highlighted that a number of staff roles were politically restricted and a "friend/follower" request from a Member could potentially place an officer in a difficult position, albeit unintentionally.

Other areas which were discussed around this were:

- The importance of differentiating between personal and professional roles and as such consideration should be given to keeping separate accounts.
- The restrictions on the Communications Team in respect of feeding into other Councils' social media accounts.
- The importance of being aware of potentially difficult situations and not getting drawn in to "arguments" on social media.

The Task Group were however, unanimous in their view that the Social Media Policy was in need of a refresh and that whilst the current policy was aimed at staff it was understood that Members should also adhere to it, it was agreed that it would be more appropriate to have at least a separate section, if not a separate policy, which focused on the role of a Councillor, which was very different to that of a staff member.

The Task Group therefore recommends the following:

Recommendation 3

- | |
|--|
| <ul style="list-style-type: none">(a) that the Council's Social Media policy be reviewed with the emphasis on providing guidance for officer use;(b) that a separate section be included which is dedicated to guidance for Members' use of social media; and(c) that Members of the Task Group assist with the section in respect of guidance for Members' use. |
|--|

A short survey was also sent out to other local authorities in Worcestershire to try and establish how they use social media and whether there any areas which were different to those used by the Council and which potentially could be tapped into if beneficial. The Group also had the opportunity to interview the Head of Communications from Worcestershire County Council (WCC) to get an idea of how they used social media and to see whether his views from a county perspective were similar to those of the districts.

The survey had three simple questions, How does your authority use social media? How do you increase your followers? and Do Members get involved in your social media? Members were disappointed to only receive a response from two local authorities. However, from that information the Task Group were able to ascertain that it appear that similar types of social media and for similar purposes, were being used by local authorities.

It was clear from its investigations that the Council was in fact making good use of social media and had assisted other authorities in setting up social media accounts. During the interview with the Communications Manager she was able to provide detailed information around the number of people who accessed information through the different social media accounts and following discussions with the Head of Communications at WCC, who had provided information which was available through the WCC Communications Dashboard, the Group agreed that it would be useful to have an area within the Corporate Measures Dashboard which showed information around communications. This could include for example details around advertising (particularly in light of the way in which marketing budgets were being used to "buy" advertising through Facebook), priority campaigns and the number of new users or shares. This information could then show clearly to those Members who were perhaps sceptical, the power of social media and the numbers of people that it could reach and how those numbers had the potential to grow on a regular basis.

The Task Group therefore recommends the following:

Recommendation 4

That an area be created on the Measures Dashboard dedicated to data in respect of access to the Council's social media accounts in order to measure its usage.
--

Chapter 2

Members' Use of Social Media

The second area which the Task Group looked at in detail was in respect of how Members used social media. It was agreed that in order to gauge Members use of it and whether there were any areas which needed more detailed investigation, that a survey would be sent out to all Members asking a number of questions. A detailed analysis of the responses received back (23 out of 31 Councillors) are attached at Appendix 4.

On drilling down to the reasons behind some Members reluctance to use social media a number of areas were highlighted, ranging from not having social media accounts to not knowing how to use them and preferring to stick to email or letter for Council business. Only 39% of those that responded used social media in their role as a Councillor, with more than half of those that did choosing not to follow the Council pages on Facebook and Twitter. Just over half of those that did follow the Council actually "shared" or "re-tweeted" posts and comments. There was some concerns from a number of Members that by sharing and re-tweeting difficulties could arise in the future, "note sure where comments can end up" was one reason quoted. Reasons for not following or sharing comments were largely due to not knowing how to use the social media sites confidently.

The Communications Manager had been clear that when her team were "sharing" or "re-tweeting" something from an individual Councillor that this was only done when the subject matter was of a non-political nature. She assured the Task Group that they were careful not to show bias towards any political group, not even the controlling group. The exception being the Chairman of the Council; the Communications Team would publicise events which were being attended by the Chairman or Vice Chairman, as part of the civic role.

Of those who responded when asked whether they would be interested in being able to access training around social media 65% said yes, highlighted a number of areas they would like to be included in any training, including basic training on how to operate the sites and any help it could give in managing their workload as a Councillor.

Members also commented that the Council's website itself was not always easy to navigate and that information in respect of particular areas, which would naturally be more important and relevant to residents, should be easily accessible. There was an overall acknowledgement that whether people liked it or not, social media was here to stay and would continue to grow as a communication tool.

During its investigations the Task Group also interviewed Tristan Harris from the Bromsgrove Standard newspaper, as it was keen to get both his views on how the Standard used social media and how he felt the Council could use it.

Mr Harris provided Members with an insight into how they used it to start a dialogue with readers, which it would not have otherwise been able to do. He was able to provide Members with information around a number of areas including how he believed that users often “policed” the content of comments themselves and that for every negative comment there was often a positive. He also commented that a council would not necessarily be the type of thing that people would normally follow on either Facebook or Twitter and therefore it would always be hard to try and make things interesting in order to catch people’s attention. He was also of the view that it was a fine line between personal and professional use and therefore would recommend that for councillors it may be better to have separate social media accounts. This was an area which had been discussed on a number of occasions (with a number of witnesses) and one which divided the opinions of the Task Group members.

The Task Group debated at some length the need for training to be provided to all Members with the view being put forward that in this day and age it was an essential part of a Councillors life and that they should be competent in all aspects of the use of IT including social media. However, it was acknowledged that this was not always the case and that the IT equipment which was provided to Members was not necessarily something which everyone would be familiar with, then there was some scope to provide training to them in order to ensure that they were making the best use of the different areas of communicating with their residents available to them.

The Task Group were very specific in that it felt that there were certain areas which would need to be included within this and that the training session should take the form of a workshop and be interactive. It was not felt necessary to hold these sessions regularly but it should form part of any Member Induction Programme which took place following the election of Members.

There was one further area which Members were keen to include within this training workshop and this was in respect of any legal requirements and “dos” and “don’t” when using social media as it was clear from speaking to their colleagues that this was something which concerned those Members who were reluctant to use it. It was clear from speaking to the Communications Manager and reports in the national news that legislation had at last “caught up” with the use of social media, particularly in respect of defamation of character and the role of the press and the role of privilege which meant the press could only report things which were factual and how comments made on social media could prejudice a court case. Comments on social media could also do this and needed to be aware that by using it, their views being available on social media in reality made everyone a reporter. This should be remembered particularly by someone in authority, such as a Councillor, when commenting on posts.

The Task Group therefore recommends the following:

Recommendation 5

That as part of the Member Induction Programme a workshop type training session be provided for Members, covering the following areas:

- (a) An introduction to Social Media on an iPad; and
- (b) Any legal implications of Members' use of social media and how to keep safe.

Areas to Note

During its investigations the Group considered a number of areas, which although they did not feel warranted a recommendation being made, may be areas which should be considered in the future or highlighted as areas which should be drawn to Members attention or supported. These included:

- The need to encourage Members to “follow”, “share” and “re-tweet” items on the Council’s social media sites. For example Street Theatre events, changes to bin collections.
- The Council should explore all aspects of social media to reach as many residents as possible, whilst still considering that there remained a number of residents who would wish to be contacted and to contact the Council, in more traditional ways such as letter and telephone.
- Consideration should be given to setting up a “Chairman of the Council” Facebook and Twitter account which could be used continually for the period of office for each Member appointed to that role. This would prevent any link to a personal account held by that person.
- The restrictions on the Communications Team in respect of tapping into other Councils’ social media feeds – if this was relax there would be an opportunity to reach a wider audience.
- Continue to use the marketing budgets of areas within the Council to “boost” the number of people receiving messages on Facebook and to monitor the success of this through the Measures Dashboard.
- Members were conscious that social media was a useful tool for the vulnerable to keep in contact with people and that it may be helpful particularly for those that are isolated. In this respect it was suggested that the Council should consider working with partners to provide training for this particular group of residents in the use of social media, this could cover its use and how to stay safe.

Appendix 1



Bromsgrove
District Council
www.bromsgrove.gov.uk

OVERVIEW AND SCRUTINY TOPIC PROPOSAL

This form can be used for either a Task Group or a Short Sharp Review topic proposal.

Completed forms should be returned to scrutiny@bromsgrove.gov.uk – Democratic Services, Bromsgrove District Council.

Name of Proposer: Cllr Chris Bloore	
Tel No:	Email: c.bloore@bromsgrove.gov.uk
Date: 26 th August 2016	

Title of Proposed Topic (including specific subject areas to be investigate)	Review of the Council's use of Social Media
Background to the Proposal (Including reasons why this topic should be investigated and evidence to support the need for the investigation.)	<p>During the course of the recent Preventing Homelessness Review it has come to my attention that social media is an increasingly important form of communication with the public.</p> <p>The Council already uses various forms of social media to engage with residents, but I feel that this could be enhanced to the benefit of Council Services and residents.</p> <p>At present I feel that it is often used mainly by the Council to let residents know what is happening rather than as tool for engagement with them.</p>
Links to national, regional and local priorities	Enabling services to meet the needs of residents. Whilst this task group would not link directly to any specific strategic purpose, enabling itself, if conducted appropriately can

Agenda Item 6

(including the Council's strategic purposes)	enhance the Council's ability to achieve these purposes.			
<p>Possible Key Objectives</p> <p>(these should be SMART – specific, measurable, achievable, relevant and timely)</p>	<ul style="list-style-type: none"> • Establish how social media is currently used within the Council and what improvements, if any could be made. • Review any related policies. • Research into how other Council's use social media. • Achieve greater engagement with the public and customer satisfaction. 			
Anticipated Timescale for completion of the work.				
Would it be appropriate to hold a Short Sharp Inquiry or a Task Group? (please tick relevant box)	Task Group	x	Short Sharp Inquiry	

Appendix 2

Declarations of Interest

There were no declarations of interest other than all Members used social media in some way, but not necessarily in respect of their role as a Councillor.

Appendix 3

Signage Currently Displayed at Public Meetings

Bromsgrove District Council

Protocol for Attending and Reporting Meetings

Members of the public and press are welcome to attend meetings of Bromsgrove Council, Cabinet and Committees. Details of forthcoming meetings are published on the Council's website and copies of the agendas and reports for each meeting are available the week before.

What you can record

Members of the public and press can make a record of all or part of the meeting in the following ways:

In writing;

Audio recording;

Filming;

Taking photographs;

Using the internet and social media, such as tweeting and blogging.

The report can be made at the time of the meeting or afterwards. You can also make an oral report but not in the meeting itself.

There may be a few occasions when part of a meeting is closed to the public and you will not be able to make a record of what happens. The meeting will have to make a decision to exclude the press and public and this will be made clear to you if it happens. You must not leave any recording equipment in the room where a private meeting is being held. The agenda for each meeting usually shows where the public and press are likely to be excluded.

What facilities are available?

We provide chairs and tables for the press and members of the public who are attending to make a record of the meeting.

In most of the rooms used for our meetings, Wi-Fi is available and the details of how to access this are displayed on the table used by the press.

A paper copy of the agenda for each meeting is available at the press table and some copies are also made available to the public.

We ask you.....

Agenda Item 6

Please let us know by the day before a meeting if you wish to record it. This helps us make the appropriate arrangements.

Please do not make an oral record in the meeting room – this may be disruptive and prevent others from hearing what is going on.

Please stay in one place. You are able to leave the meeting whenever you wish. To help the meeting run as smoothly as possible, we ask that you do not move around during the meeting as this can disrupt the business.

Please remember it is your right to record the meeting but other members of the public present may be attending only to observe it and may not wish to be filmed or recorded by you. Please comply with their wishes if they indicate that they object to being filmed or recorded.

Please do not interrupt the meeting.

The Chairman is responsible for how the meeting is run and should be able to conduct the meeting without interruption. Examples of disruptive behaviour include moving around without the Chairman's consent; making a noise setting up or re-siting equipment during the meeting; using flash photography etc. If the Chairman asks you to stop doing something to prevent the meeting being disturbed, please respect their request. If the Chairman considers you are being disruptive he or she may exclude you from the meeting altogether.

Democratic Services Manager, September 2014

Contact: Democratic Services, Bromsgrove District Council

E-Mail: democraticservices@bromsgrove.gov.uk

Appendix 4

Analysis of the Results of the Survey of Councillors

23 (74%) out of 31 Councillors responded to the survey.

1. Do you use social media?

Yes	No
16	7
70%	30%

2. If yes which ones do you use:

Facebook	Twitter	LinkedIn	Instagram	Snapchat	WhatsApp
16	13	7	3	1	8
70%	56%	30%	13%	0.04%	35%

Other: Pintrest, Google, you tube, Next Door, Email

3. What do you use them for?

Leisure	Business	Your Role as a Councillor
12	5	9
52%	22%	39%

If No, then why not:

- I don't think that they are necessary "twits tweet"
- I do not have any media accounts.
- I prefer to deal directly with my constituents.
- Tend to stick to email or letter for Council work.
- Have never used social media.
- Only recently started to look at Councillor posts.
- Don't know how to use them and not enough time in the day.

4. Do you follow the Council's Facebook and Twitter Feeds?

Yes	No
11	12
48%	52%

5. If yes do you share or comment on any of the posts?

Yes	No
6	5

Agenda Item 6

55%	45%
-----	-----

6. If you don't share our information, is there any particular reason why not:
- Unaware of them.
 - The subject matter is not usually related to Hagley or it is not a subject which I need or should be 'associated' with i.e. I don't think it is my position to inform people of tax rises etc.
 - Spend little time on social media.
 - Not too sure where comments can end up.
 - Not yet sufficiently confident in how to do this.

7. If you don't follow us, is there any specific reason why not:
- Unaware of them.
 - The subject matter is not usually related to Hagley or it is not a subject which I need or should be 'associated' with i.e. I don't think it is my position to inform people of tax rises etc.
 - Not necessary
 - Time consuming
 - Never used social media before.
 - Don't know how to use them and not enough time in the day.

8. Would you be interesting in attending any training on Social Media if it were made available to Members:

Yes	No
15	8
65%	35%

9. Are there any particular areas of training that you would be interested in:
- Use it as a Councillor
 - If it helped my workload
 - Instagram and snapchat
 - Twitter
 - Basic training
 - How to operate Facebook and Twitter in more detail.

10. Please add and other comments or suggestions you would like to make:
- Current data and information isn't that easy to find i.e. current garden waste costs and collection dates, or 'headline' from the last full Council meeting i.e. news.
 - It's the way to go.
 - Already feel equipped to use it.
 - Should training be arranged I think it would be beneficial for Parish Council Members and Officers to be able to attend.

Appendix 5

WORK PROGRAMME

Date of Meeting	Subject
30/11/16	Initial Meeting – terms of reference and work programme planning.
14/12/16	Research and potential questionnaire for Councillors
11/01/17	Interview with Anne-Marie Harley – Communications Manager
08/02/17	Draft Questionnaire
07/03/17	Results of Survey
21/03/17	Interview with Tristan Harris from the Bromsgrove Standard newspaper
11/04/17 (CANCELLED)	<ul style="list-style-type: none"> • Interview with Keith Beech, Head of Communications WCC • Social Media Policy
25/04/17 (CANCELLED)	Review of Work to date including analysis of survey results.
22/06/17	Review of Work to date
01/08/17 (CANCELLED)	<ul style="list-style-type: none"> • Interview with Keith Beech/Anne-Marie Harley • Social Media Policy • Analysis of survey results
14/08/17	<ul style="list-style-type: none"> • Interview with Anne-Marie Harley, Communications Manager BDC • Social Media Policy • Analysis of survey results
05/09/17	<ul style="list-style-type: none"> • Interview with Keith Beech – Head of Communications WCC • Discuss potential recommendations and content of final report.
17/10/17	Final Draft Report considered.

Appendix 6

ACKNOWLEDGEMENTS

WITNESSES

The Task Group considered evidence from the following sources before making its recommendations:

Internal Witnesses:

Anne-Marie Harley – Communications Manager

Councillors:

Members would like to thank all those who took the time to complete the questionnaire which was issued.

Councillor G Denaro – Leader of the Council

External Witnesses:

Tristan Harris – Bromsgrove Standard

Keith Beech – Head of Communications, Worcestershire County Council

BACKGROUND PAPERS

BDC Social Media Policy

LGA Social Media strategy

LGA Media and Communications Workbook

Legal, Equalities and Democratic Services

Bromsgrove District Council, The Council House, Burcot Lane,
Bromsgrove, Worcestershire B60 1AA
Telephone: (01527) 881288
Email: scrutiny@bromsgrove.gov.uk

JOINT MUNICIPAL WASTE MANAGEMENT STRATEGY ADDENDUM

Relevant Portfolio Holder	Cllr Peter Whittaker
Portfolio Holder Consulted	
Relevant Head of Service	Guy Revans
Ward(s) Affected	All
Ward Councillor(s) Consulted	
Non-Key Decision	

1. SUMMARY OF PROPOSALS

- 1.1 The Joint Municipal Waste Management Strategy for Herefordshire & Worcestershire was first published in 2004 and covers the period 2004 to 2034 (the Headline Strategy is included at Appendix 2). It is a joint strategy and was adopted by the six Worcestershire district councils, Worcestershire County Council and Herefordshire Council (reflecting the partnership across Worcestershire and Herefordshire in relation to a shared waste disposal service).
- 1.2 The existing Strategy needs to be amended to reflect the changes in national policy, local provision and projections for future demand that have occurred since the current Strategy was adopted.
- 1.3 Further to a comprehensive review of the JMWMS in 2011, an Addendum has been produced (Appendix 1) to update the Strategy on achievements and to ensure that it remains relevant and fit for purpose.

2. RECOMMENDATIONS

- 2.1 **The Cabinet is asked to RESOLVE that the Addendum to the Joint Municipal Waste Management Strategy (JMWMS) for Herefordshire and Worcestershire 2004 – 2034 be adopted.**

3. KEY ISSUES

Financial Implications

- 3.1 None directly rising from this report.

Legal Implications

- 3.3 None directly rising from this report.

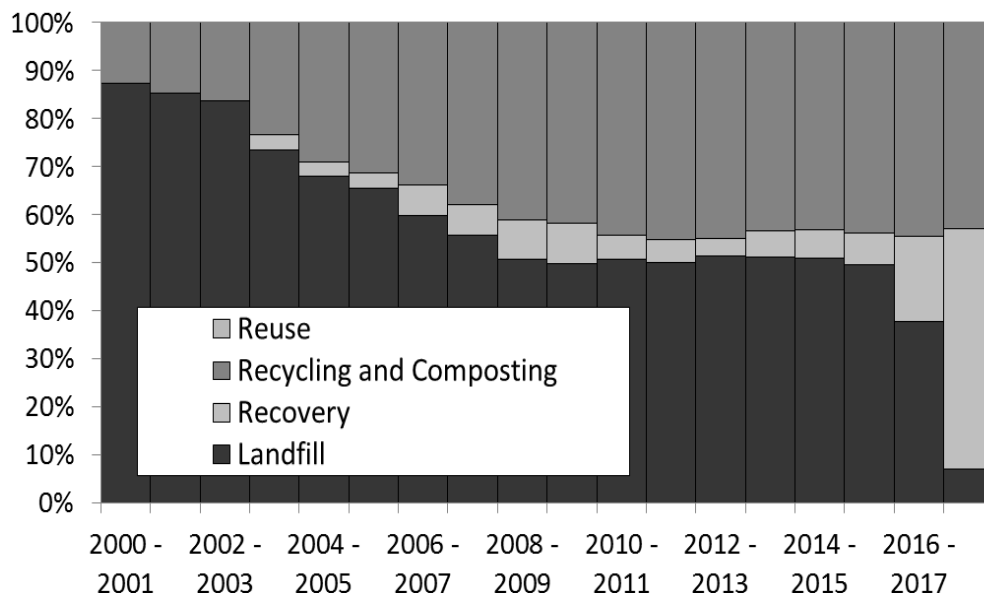
Service / Operational Implications

- 3.5 The JMWMS underwent a complete review in 2009 to reflect significant developments in national waste policy and required changes to our waste management service. The JMWMS was adopted by all partner authorities in 2009 and in 2011 when it was refreshed to include an updated residual waste options appraisal which took into account the site location for the proposed Energy from Waste (EfW) facility
- 3.6 Key objectives of the adopted JMWMS were as follows:
- a. For all authorities to collect the same materials for recycling through a commingled collection system whilst restricting frequency or container capacity to prevent waste and increase recycling.
 - b. To develop alternative waste treatment solutions to promote sustainable waste management, balancing environmental, social and economic impacts.
- 3.7 In response to these objectives Bromsgrove District Council introduced an alternate weekly household waste collection service using 240 litre wheeled bins for commingled recycling and residual waste in 2009 as well as launching an opt in chargeable garden waste collection service using 240 litre wheeled bins. The garden waste service was not part of the JMWMS core service but was already an established and valued service in the district.
- 3.8 In 2014 Herefordshire Council and Worcestershire County Council agreed a variation to the waste disposal service with their contractor, Mercia Waste Management, to design, build and operate a 200,000 tonne per annum EfW facility. This facility became fully operational in March 2017 and produces enough electricity to power 32,000 homes.
- 3.9 An Addendum to the JMWMS strategy has been produced that reflects these achievements, including the following updates and information:
- i) Information on changes to national waste management policy being the introduction of the Waste (England and Wales) Regulations 2011, which transposed much of the EU Waste Framework Directive into UK law.
 - ii) Required waste producers to apply the Waste Management Hierarchy where waste prevention is highest priority and disposal to landfill is lowest. The JMWMS for Herefordshire and Worcestershire uses the Waste Hierarchy as one of its fundamental Principles (Principle 2).
 - iii) Required councils who did not provide a separate collection of glass, paper, plastics and metal to undertake an assessment to demonstrate whether providing a separate collection is necessary to ensure high quality materials for recycling and whether this would be Technically, Environmentally or Economically Practicable (TEEP). The partner councils jointly carried out an assessment which found that changing to separate collection of individual materials would not be Technically,

Environmentally or Economically Practicable and this is available as a supporting document (found on Worcestershire County Council’s website: http://www.worcestershire.gov.uk/info/20232/recycling_and_waste/1015/waste_strategy)

- iv) An update of waste management data including waste growth predictions which are expected to continue to grow proportionate to growth in household numbers.
- v) An update on recycling, recovery and disposal performance which in respect of recycling has seen little change in performance since the 2011 refresh due to constraints on resources. However significant improvement in recovery and disposal performance is predicted following the recent opening of the new EfW facility and performance since 2000 is illustrated in the figure below:

Municipal Waste Disposal Routes 2000-2017



- 3.10 Due to there being no new objectives or policy at a national level, a light touch approach has been taken in reviewing the JMWMS focusing on refreshing the waste growth and performance data. Advice from an experienced and qualified waste management consultant commissioned by Worcestershire County Council on behalf of the partnership, supported this approach and informed the refresh.
- 3.11 The Addendum (see Appendix 1) does not attempt to set new objectives or policy, and should be read in conjunction with the existing JMWMS (found on Worcestershire County Council’s website (see 2.9).
- 3.12 A summary of progress to date in achieving the targets set out in the strategy is included below:

Agenda Item 7

BROMSGROVE DISTRICT COUNCIL

Cabinet

1st November 2017

2011 Target		Actual	Updated target
1	In order to ensure that this target is robust, we are currently developing a meaningful target that will enable us to monitor our carbon footprint and set targets for reduction.	No target set	Carbon emissions are measured by respective councils in line with their carbon management plans. There are no plans to separately measure and report emissions from waste management services.
2	To achieve the national reductions in household residual waste (waste not re-used, recycled or composted) of 35% by 2015 and 45% by 2020, based on 2000 levels.	Worcestershire achieved a 42.3% reduction and Herefordshire a 49% reduction	The target remains 45% reduction by 2020.
3	To work towards achieving national recycling/composting levels of household waste of 45% by 31st March 2015 and 50% by 31st March 2020.	The partnership achieved 40% in 2014/15, with Bromsgrove District achieving 44.7% in 2016/17.	The aspiration of meeting the 2020 target remains but the Partnership is only committed to maintaining current levels of recycling and composting, making improvements where financially viable.
4	To meet the requirements of the Household Waste Recycling Act 2003 to collect at least 2 recyclable materials from each household by end 2010	All councils collect glass, paper, plastic, metals and cardboard.	Target achieved and no further target set as we are meeting our statutory requirements
5	By 2015 or earlier if practicable, we will recover value from a minimum of 78% of municipal waste.	The partnership recovered 49.2% of its waste in 2014/15.	The target remains 78% recovery of municipal waste, the partnership expects to achieve this in the current year 2017/18
6	To reduce the amount of biodegradable municipal waste landfilled in order to meet the yearly allowances set by Government under the Landfill Allowance Trading Scheme.	Scheme abolished in 2013 and no longer applicable	Scheme abolished in 2013 and no longer applicable

- 3.13 The Strategic Waste Management Board (SWMB), consisting of lead Members from all partners, senior officers (Heads of Service level and above). A workshop was carried out on 22 January 2016, where Members and officers provided the following feedback which has been reflected in the Addendum to the JMWMS:
- i. None of the councils have any plans to change their waste collection regime.
 - ii. Any measure of the impact of council waste management on climate change should be simple and relate only to waste disposal services.
 - iii. Recognition that the 50% recycling target will be difficult to achieve without introducing separate food waste collections or free garden waste collections.
 - iv. Consensus that the existing 50% recycling target should be retained but the difficulties in achieving the target should be explained in the review.
 - v. Agreement that a 90% diversion from landfill target was feasible for 2030.
- 3.14 The next review of the JMWMS will be in 2022 or earlier if a significant change is required, for example due to change in national policy.

Customer / Equalities and Diversity Implications

- 3.15 None directly rising from this report

4. RISK MANAGEMENT

- 4.1 The key risk identified in the strategy is that our performance currently falls short of the 2020 50% national recycling target. The addendum provides an update on our current performance and although we are committed to maintain our current level of performance explains how increasing performance is not possible with current staffing and budget constraints.

5. APPENDICES

Appendix 1 - Waste Strategy for Herefordshire and Worcestershire: A Review.
Appendix 2 - JMWMS for Herefordshire and Worcestershire 2004 – 2034,
Headline Strategy.

6. BACKGROUND PAPERS

- 6.1 JMWMS for Herefordshire & Worcestershire 2004-2034
6.2 TEEP Assessment (December 2014)

AUTHOR OF REPORT

Name: Guy Revans & Anna Wardell-Hill
email: a.wardell-hill@bromsgroveandredditch.gov.uk
Tel.: 01527 881715

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Waste Strategy for Herefordshire and Worcestershire: A Review

Introduction

Herefordshire & Worcestershire's Joint Municipal Waste Management Strategy: *Managing Waste for a Brighter Future* (herein the Strategy) was first published in 2004. It was prepared and adopted by the eight local authorities across Herefordshire & Worcestershire (the Partnership).

A detailed review and republication of the Strategy was completed in 2011. This set a suite of principles, policies and targets for the management of municipal waste across both counties. As part of this, and in line with Government guidance, the Partnership committed to review the Strategy at least every 5 years.

This Addendum provides a summary of the 2016 review of the Strategy. In particular it includes:

- information on significant changes/ developments in Government waste management policy since 2011, including potential future changes to European policy;
- updates on waste management data including waste growth predictions; and
- commentary on performance against key principles, policies and targets within the Strategy.

The Addendum does not attempt to set new objectives or policy, and should be read in conjunction with the existing Strategy.

The review process and the production of this Addendum have been undertaken by the Strategic Waste Management Board (SWMB), which represents the eight authorities across Herefordshire & Worcestershire.

Key Changes Since 2011

Policy

There have been limited changes to national waste management policy since 2011. The *Waste Management Plan for England* was published in 2013. This did not introduce new policies but instead provided an update on the current waste management situation in England and brought existing waste policies under the umbrella of one national plan.

The *Waste Regulations 2011 (as amended 2012)*, implemented in January 2015, require everyone involved in waste management, including waste producers, to take all reasonable measures to apply the waste hierarchy. Commitment to the waste hierarchy is already, and continues to be, a key principle of the Strategy.

These regulations also aim to improve the quality and quantity of material being collected for recycling by placing a duty on waste collectors to ensure recyclable material (particularly glass, paper, plastics and metal) is collected separately where it is necessary to ensure the

recovery of high quality recyclables and where this is technically, environmentally or economically practicable (TEEP). The authorities within Herefordshire & Worcestershire have undertaken an assessment of their waste collections services to ensure compliance with the Regulations. This assessment has been issued to the Environment Agency and a full copy is available (found on Worcestershire County Council's website:

http://www.worcestershire.gov.uk/info/20232/recycling_and_waste/1015/waste_strategy

The European Commission's Circular Economy Package '*Closing the Loop – an EU action plan for the Circular Economy*' was formally published in December 2015. A circular economy is an alternative to a traditional linear economy (make, use, dispose) in which we keep resources in use for as long as possible, extract the maximum value from them whilst in use, then recover and regenerate products and materials at the end of each service life. The Package aims to extract the maximum value and use from all raw materials, products and waste, fostering energy savings and reducing greenhouse gas emissions.

The Package puts forward revised legislative proposals on waste which include: 65% recycling for municipal waste and 90% diversion from landfill, by 2030. The Partnership fully supports the principles behind the 'circular economy' and will closely monitor how the UK Government responds to the EU proposals, and how this may impact this Strategy going forward.

Infrastructure

Since publication of the Strategy, the Partnership has made significant progress in plans to divert residual waste from landfill. Worcestershire County Council and Herefordshire Council have a long term contract with Mercia Waste Management (MWM) for the delivery of their responsibilities as Waste Disposal Authorities. As part of the contract, MWM obtained planning permission, has managed the construction of and is now operating, an Energy from Waste (EfW) facility at Hartlebury. This facility will divert an additional 200,000 tonnes of municipal waste from landfill.



Envirecover Energy from Waste facility under construction.

The Partnership also continues to invest in their existing processing and collection capabilities. EnviroSort, the Partnership's Material Reclamation Facility has just been refurbished to include the provision of a glass breaker and improved fire protection system.

Funding

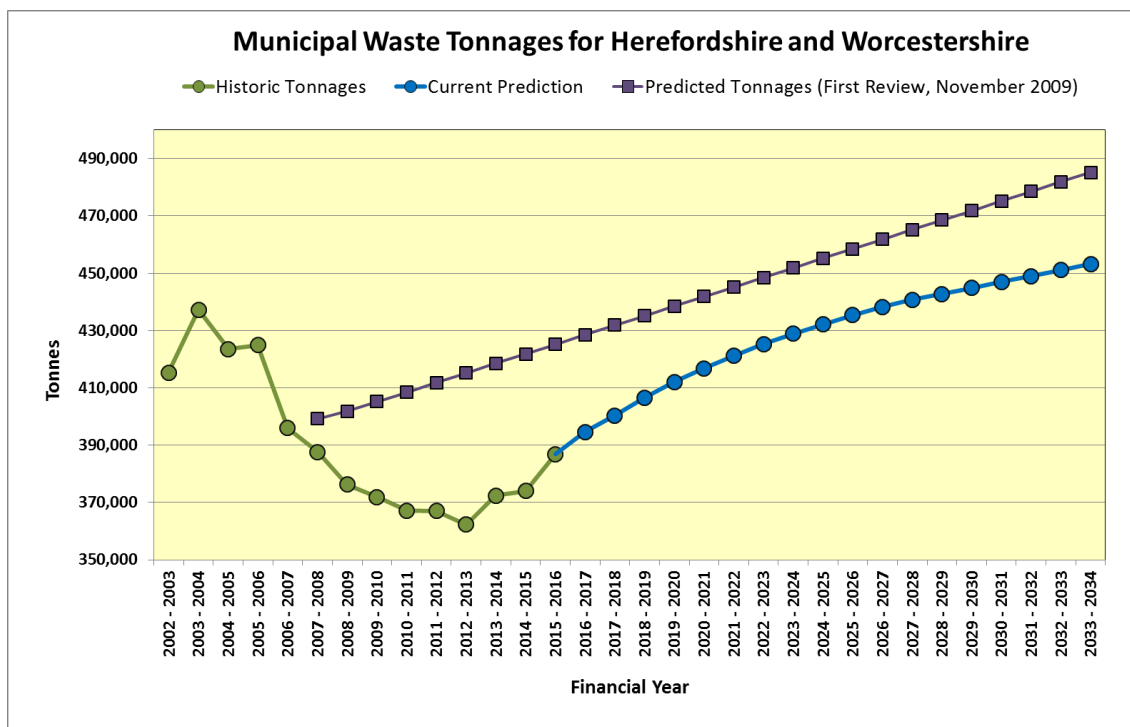
Since 2011, there have been significant cuts to local authority funding. Waste management services across Herefordshire & Worcestershire have had to make efficiency savings of more than £2,000,000. Therefore each authority has had to make very difficult decisions prioritising how funding is allocated. As a result, the aspirations and targets set within the Strategy are increasingly challenging, and in some cases, given the level of funding available, now unrealistic.

Waste Growth

The total municipal waste arising within Herefordshire & Worcestershire in 2015/ 16 was 387,000 tonnes. This has increased by 10,700 tonnes since 2009/10. However, this has been largely down to an increase in the number of households within the authorities. In reality, the amount of municipal waste generated per household has fallen from 1.23 tpa in 2009 to 1.13 tpa in 2015.

The number of households within both Herefordshire & Worcestershire is expected to increase significantly over the next twenty years. As such, although the amount of municipal waste generated per household is not expected to increase, the total amount of municipal waste will. The latest household projection figures have been obtained from the authorities and incorporated into the revised waste projections presented below.

The Partnership will continue to closely monitor waste arisings within the authorities and update predictions against changes to household projections as they become available.



Climate Change

The Partnership continues to understand the importance of viewing waste as a resource and seeks to provide waste management services that work towards minimising greenhouse gas emissions.

The waste collection authorities within Herefordshire & Worcestershire all request environmental policies incorporating carbon footprint information when tendering for services. Work has also been undertaken to optimise the efficiency of waste collection rounds to help reduce fuel consumption.

The recovery of residual waste through the EfW at Hartlebury and its subsequent diversion of waste from landfill, is significantly reducing the carbon footprint of waste management activities across the authorities. The EfW exports electricity directly into the national grid which will help reduce our reliance on fossil fuels. Opportunities for exporting heat from the facility are continually being explored and, if implemented, will provide additional carbon reductions.

Update on Target 1 – Monitoring our Carbon Footprint

Greenhouse gas emissions from waste management activities within Herefordshire & Worcestershire will be reduced by the changes outlined above. The authorities are in the process of collating waste collection and waste disposal data to estimate the carbon impact of their services. However, due to the considerable fund and staff constraints being placed on the authorities, additional, more detailed, monitoring of the greenhouse gas emissions from waste services is not considered to be necessary or appropriate at this time.

Waste Prevention

Waste prevention is a key principle of the Strategy. The Partnership continues to promote waste prevention through support and publicity of the national waste prevention initiatives *Love Food Hate Waste* and *Master Composters*. A Waste Prevention Officer and a Waste Education Officer are in post to help support waste prevention initiatives across the authorities.

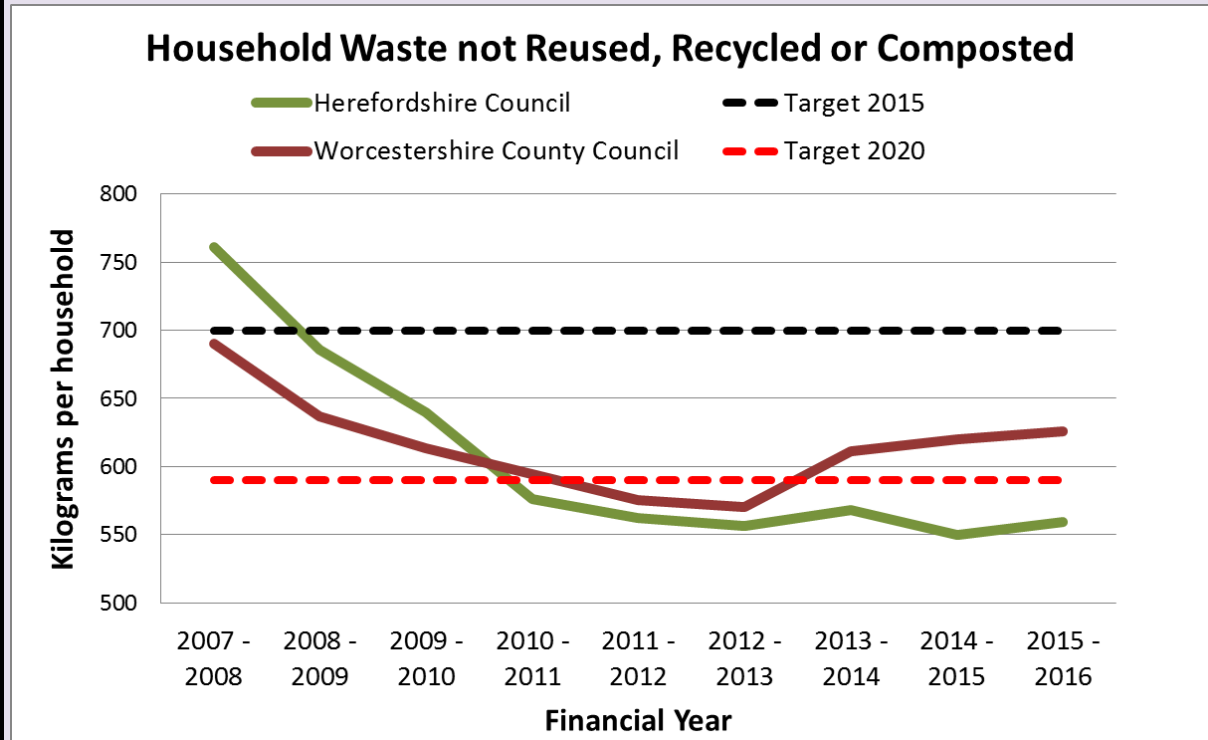
To help encourage reducing the amount of residual waste produced, waste collection authorities now place restrictions on residual waste collections through bin size/ sack number limits.

Reuse has been introduced to a number of the household recycling centres (HRCs) across Herefordshire & Worcestershire. This not only reduces waste to be managed but also supports a number of charities and 3rd sector organisations.

The Partnership understands the importance of coordinated education and awareness raising to promote effective waste prevention. Reduced funding means that the scope for implementing such campaigns is limited at this time. However, where practicable, the authorities will work together to ensure a coherent waste prevention message is publicised.

Update on Target 2 - Reduction in the amount of Household Waste not Reused, Recycled or Composted.

Herefordshire & Worcestershire currently produce 559 and 626 kilograms respectively of household waste per household (kg/hh) that is not reused recycled or composted¹. The Partnership has been successful in achieving the 2015 target of reducing residual household waste by 35% of year 2000 levels. The target for 2020 (a 45% reduction based on 2000 levels) is becoming increasingly challenging due to the significant reductions in funding. However, the Partnership will continue to do whatever is feasible and affordable, to reduce residual waste through waste prevention and increases to recycling/ composting.



¹ 2015-16, NI191 figures from Waste Data Flow

Recycling and Composting

The authorities across Herefordshire & Worcestershire have continued to expand their kerbside recycling collection service which is now available to 100% of properties across the Partnership area. To provide consistency to residents, a common core waste collection service is provided across all the authorities that offers a commingled collection service for materials including paper, card, cartons, cans, plastic and glass². A garden waste collection service is also available to the majority of residents for an additional charge.

Recycling and composting at HRCs continues to improve with the sites now recycling more than 70% of material brought into the site. Recycling of plasterboard is now available, and trial schemes are in operation for the recycling of carpets and mattresses at selected HRCs.

Street sweepings collected by the authorities street cleansing teams are now also recycled.

Bring sites across the Partnership area are being rationalised to reflect the increase in coverage of the kerbside collection service. However, the waste collection authorities are continuing to investigate options for brings sites to recycle material not collected at kerbside, for example textiles and waste electronic & electrical equipment.

A declining, and for some materials, volatile market for recyclable material has provided additional challenges to the Partnership's desire to increase recycling. For example, in 2012 the Partnership recycled more than 12,000 tonnes of timber. However, since 2013, the economics of recycling timber has changed significantly and, as a result, the majority of the timber collected is now used as a biomass fuel for energy production. Whilst this still diverts this material from landfill, it does reduce the amount of material recycled across the Partnership.

In 2014/15, the recycling and composting rate across Herefordshire & Worcestershire was 40%. If the recycling of timber had remained an option for the authorities then the Partnership's target of 43% recycling and composting by 2014 would have been achieved.

Update on Target 3 - Household Recycling & Composting Targets

The Partnership's current recycling and composting performance falls below the national recycling and composting targets of 45% by 2015 and 50% by 2020. The Partnership is still committed to supporting its contribution to the national target by maintaining the current level of performance and, where financially viable, introducing new initiatives to improve overall performance. However, current budget and staffing constraints mean that significant awareness raising to increase participation, or major changes to the services provided, to increase performance is not possible.

Update on Target 4 - Household Waste Recycling Act

The Household Waste Recycling Act 2003 required local authorities in England to collect at least 2 recyclable materials from all households by 2010. Within the Strategy the Partnership committed to continue to meet this requirement. In fact, the Partnership has exceeded these expectations by collecting glass, plastic, metals and paper from more than 95% of households.

² Glass collection is not available to the small proportion of properties that are classified as 'hard to reach' and as such are offered a bag rather than bin collection for recyclables.

Recovery

The Partnership has made significant progress on plans to maximise recovery of residual waste and divert it from landfill. The EfW at Hartlebury is diverting an additional 200,000 tonnes of municipal waste from landfill. The facility exports electricity directly into the national grid. It has also been enabled to operate as a combined heat and power (CHP) plant which will allow the recovery of heat, when an appropriate user becomes available.

Update on Target 5 – Recovery Target

The Partnership aimed to recover value from a minimum of 78% of municipal waste by 2015. A delay in the procurement and build of the EfW has meant that this target has not yet been achieved. However, now that the facility is fully operational, the recovery rate for the Partnership is expected to exceed the target. If a viable market becomes available for the recycling of bottom ash produced as part of the EfW process, then recovery would be further increased.

Disposal

The Partnership, through the activities outlined above is committed to diverting waste away from landfill through prevention, recycling, composting and recovery.

Update on Target 6 – Reduction in Biodegradable Municipal Waste Landfilled.

The Strategy committed to reduce the amount of biodegradable municipal waste landfilled in line with allowances set by Government under the Landfill Allowance Trading Scheme. This Scheme was abolished as part of the Government's Waste Policy Review, and as a result, there is no mechanism for measuring or monitoring performance against this target. The specifics of this target are no longer appropriate and should no longer be considered part of the Strategy. However, the principle behind it, to divert biodegradable waste away from landfill, is still valued by the Partnership, and will be delivered through the Recovery Target (Target 5) described above.

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Waste Strategy

for Herefordshire and Worcestershire

**Managing waste
for a brighter future**



Contents

	Page
Foreword	3
1 Introduction	
1.1 Why do we need a Strategy	4
1.2 How has the Revised Strategy Been Developed?	4
1.3 Consultation	4
1.4 What This Strategy Does Not Cover	5
1.5 Period Covered by the Strategy	5
1.6 Other documents	5
2 Our Principles for Municipal Waste	6
3 Policies, Targets and the Way Forward	8
3.1 General policies	8
3.2 Climate Change	9
3.3 Waste Prevention	9
3.4 Re-use	12
3.5 Recycle/Compost	12
3.6 Recovery	15
3.7 Disposal	16
3.8 Awareness Raising	16
3.9 Partnerships	17
3.10 Planning and Economic Opportunities	18
3.11 Transport	19
3.12 Other Waste Streams	19

Foreword

Not so many years ago, waste was not the issue it is today. We did not create the volume of waste we do now, and all that went in the bin was mainly ash, kitchen waste and some packaging - which ended up on the local tip. Now we live in changing times. The advent of consumerism and a more affluent and throwaway society has led to changes in our lifestyle and the way goods and materials are packaged.

In 2009/10 the cost of dealing with municipal waste in the two counties of Herefordshire and Worcestershire was £51 million and the costs are increasing. Landfill tax is currently set at £56 per tonne and with a year on year increase will reach £80 per tonne from April 2014. New treatment facilities are needed to treat our waste so that we can meet the changes in legislation. We must make tough decisions as to how to tackle the problem.

Driven by Government and European legislation and a higher social awareness, we all need to rethink how we deal with our waste.

This reviewed Joint Municipal Waste Management Strategy for Herefordshire and Worcestershire sets out the problems, looks at our success to date, where we are now and how we can move forward.

As communities, we must reduce the amount of waste that is produced. This is a key element to our strategy. We must reduce, re-use, recycle and compost more. We must also think of waste as being a resource from which as much value as possible should be recovered.

This reviewed Strategy has been developed by the Joint Members Waste Resource Management Forum made up of elected representatives from all the local authorities in Herefordshire and Worcestershire.

The successful introduction of household recycling schemes across the two counties has shown we can all play our part. Together we can make a difference.

Councillor Anthony Blagg
Chairman of Joint Members Waste Resource Management Forum August 2011

1.0 Introduction

1.1 Why do we need a Strategy?

- 1.1.1 The next two decades will continue to see waste management in the United Kingdom transformed. The challenges presented by climate change, along with ever more stringent Government targets and new UK and European legislation will drive these changes. At the same time the service expectations of our customers continue to rise year on year. If the transformation is to be successful and actively engage our communities there needs to continue to be a well thought out local Strategy in place to guide all important decisions and commitments.
- 1.1.2 The need to achieve efficiencies in the delivery of public services has also made it increasingly important for all partners to work together through an integrated Strategy which encompasses collection and disposal functions. The purpose of this first revision is to clarify key issues, give clear direction on waste management in the two counties and set out and co-ordinate general principles, policies and targets across all authorities in Herefordshire and Worcestershire.
- 1.1.3 The aim of this Strategy is to decrease waste production and increase the recovery of value from waste (to re-use it, recycle it, compost it, or recover value in other ways) by treating waste as a resource.
- 1.1.4 The Strategy will also encourage and ensure that partnerships continue to be developed between all the parties involved in the management of municipal waste in the two counties of Herefordshire and Worcestershire, decreasing reliance on landfill and ensuring that waste management is sustainable and provides value for money for local communities, tax payers and fee paying customers.



*"The council have made it easier by providing two wheelie bins, it is like they are organising you. I could have done it before but didn't."
Wychavon resident.*

1.2 How has the Revised Strategy Been Developed?

- 1.2.1 This first revision, replaces the original Joint Municipal Waste Management Strategy for Herefordshire and Worcestershire published in 2004.
- 1.2.2 This Strategy has been prepared by the Joint Members Waste Resource Management Forum which represents the eight local authorities across Herefordshire and Worcestershire.
- 1.2.3 In reviewing the Strategy we have looked at the wide range of options available to us, for example preventing and re-using waste, recycling and composting waste and dealing with any remaining waste that cannot be re-used or recycled.
- 1.2.4 The possible environmental effects of the Strategy have been considered by undertaking a systematic appraisal known as a 'Strategic Environmental Assessment'. The results of this process have ensured that the Strategy addresses all of the relevant environmental issues. The Strategic Environmental Assessment is included as Annex F.

1.3 Consultation

- 1.3.1 Successfully implementing the Strategy is not just a matter for Local Authorities. Everyone within our communities has an active role to play and we have sought the views and support of everyone who has a stake in this process including householders, local businesses, the Environment Agency, the waste management industry, the community, voluntary sector and the waste management contractors partnering the Councils. Annex H contains full details of the consultation process and outcomes.

- 1.3.2 The consultation process proved invaluable in developing a revised Strategy. Focus Groups enabled us to seek the views of residents that without this opportunity may not have provided us with their valuable input. We received an excellent response to the public postal survey with a response rate of over 20%. We were also pleased to receive responses from a variety of stakeholders and interested parties who provided us with detailed and challenging comments reflecting a range of views and issues. We would like to thank everyone who took the time to get involved and respond. This input has helped us to develop a more relevant and robust Strategy.
- 1.3.3 The Strategy is available via the internet and in order to minimise environmental impact, hard copies will only be provided on request.

1.4 What This Strategy Does Not Cover

- 1.4.1 Firstly, this Strategy does not consider the location of any waste management facilities. For Worcestershire this will be covered by a new Waste Core Strategy which is now being prepared by the County Council and in Herefordshire by the Local Development Framework (LDF). The Joint Municipal Waste Management Strategy focuses on what needs to be done in order to make decisions about what processes, technologies and facilities are needed in order to meet the challenges over the next two decades.
- 1.4.2 Other than the relatively small amounts of commercial waste collected and disposed of by the Waste Collection and Disposal Authorities in Herefordshire and Worcestershire, the revised Strategy does not cover other waste types such as industrial or construction wastes. The collection, treatment and disposal of these are not the responsibility of the Local Authorities that have prepared this document. The priority at this stage is to develop a Strategy for wastes for which we do have a statutory responsibility – i.e. municipal waste. The Waste Core Strategy and LDF will, however, deal with the planning issues relating to all controlled wastes.

1.5 Period Covered by the Strategy

- 1.5.1 The Joint Municipal Waste Management Strategy covers a period of thirty years (2004 – 2034) and will continue to be reviewed at least every five years, taking into account any new guidance, targets or changes in legislation and new technology or other significant development.

1.6 Other documents

A series of annexes accompany this headline document:

Annex A	Waste Growth
Annex B	Waste Prevention Options Appraisal
Annex C	Recycling & Composting Options Appraisal
Annex D	Residual Waste Options Appraisal
Annex E	Scoping Report to inform Strategic Environmental Assessment
Annex F	Strategic Environmental Assessment
Annex G	Achievements so Far
Annex H	Consultation process and outcomes
Annex I	Action Plan
Annex J	Glossary

2.0 Our Principles for Municipal Waste

Over the next 20 – 25 years we aim to change the way that municipal waste is managed in Herefordshire and Worcestershire. Our principles are as follows:

Principle One

Meeting the challenge of Climate Change by viewing waste as a resource

What we do about waste is a significant part of how we treat our environment. Cutting down on the amount of waste produced, reducing our use of natural resources, recycling materials and recovering energy from those we can no longer use, is a vital part of moving us towards more sustainable living. The Partnership will view waste as a resource and seek to maximise the resource potential of waste. We will understand the environmental impacts of any decisions and aim to ensure policies, collection and treatment methods reduce the impact of resource depletion and Greenhouse Gas emissions.

Principle Two

Commitment to the Waste Hierarchy of which Waste Prevention is the top

The principle upon which the Strategy is built is that of waste prevention, the top of the Waste Hierarchy as in Waste Strategy for England 2007. Through making opportunities available, designing appropriate collection systems and raising awareness, the Partnership will endeavour to ensure that everyone in our communities can play an active role in ensuring that the amount of waste is reduced before it enters the waste stream.

The Partnership will continue to promote waste prevention through a variety of campaigns and initiatives that will be reviewed to ensure that the most effective campaigns, targeting key waste streams such as food waste, are implemented.

Principle Three

Influencing Government, Waste Producers and the Wider Community

The Partnership will lobby Government to do more to combat the production of excess waste material. Where possible we will work with waste producers to understand what can be achieved together in reducing the amount of waste that is produced. We will endeavour to influence commercial waste producers in an attempt to marry up the increasing recycling, composting and waste prevention performance in municipal waste management with that of commercial waste.

The Partnership will prioritise awareness raising and engagement as a means to increase the performance of waste prevention and recycling/composting initiatives. We see this as a vital tool to engage all stakeholders. Targeted and co-ordinated campaigns will ensure consistency across the authorities.

The Partnership will ensure its officers and Members are fully aware of the aims and objectives (through the principles, policies and targets) of the Joint Municipal Waste Management Strategy.

Principle Four

Continued Commitment to Re-use, Recycling and Composting

The Partnership will continue to improve the efficiency and operation of its core recycling service. We will adopt a pooled target for re-use, recycling and composting, however there will be a minimum performance level that each authority will need to meet. We will aspire to achieve the long term national recycling and composting targets, however, we will not compromise the environmental and economic performance of schemes just to meet notional, non statutory targets.

Principle Five **Minimising The Use Of Landfill**

The Partnership has recognised that the landfilling of wastes is at the bottom of the Waste Hierarchy and for good reason. This waste of resources will be avoided where other options are environmentally and economically beneficial. If utilising waste treatment capacity beyond our own borders is more economically viable and environmentally sound than landfilling waste within our counties, then this will be looked at as an option.

Principle Six **Partnership**

The Partnership will ensure knowledge, best practice and experience are shared and will work together to ensure that this Strategy is implemented. We will aim to adopt a common approach across the counties in areas of waste policy.

The Partnership cannot carry out the Strategy alone. We will actively develop partnerships with all sectors.

Principle Seven **Monitoring and Review**

The Partnership will ensure that it keeps up to date in implementing the best possible management systems that are needed to deliver this Strategy using a flexible and integrated approach to the waste treatment methods used. We will ensure we understand the material we collect and the impacts of the services we provide.

The Strategy will be reviewed at least every five years to determine progress and update it in the light of new legislation, new technology or other significant developments. Regular communication with partners and the public will take place to ensure that all stakeholders are aware of progress and involved in changes made.

Principle Eight **Customer Focus**

As part of the development and implementation of this Strategy, the Partnership will continue to engage with local people and other partners about the way in which waste is managed in Herefordshire and Worcestershire. We will design the services that we provide around the customers that we serve seeking to balance the longer term need to reduce the amount of waste generated and disposed of with the range and type of services necessary to meet our customers needs.

Principle Nine **Value for Money**

The Partnership will work to deliver the Joint Municipal Waste Management Strategy in the most effective, efficient and economic way. We will aim to view waste collection and disposal costs holistically to ensure they provide best value and a cost benefit to the Partnership and our customers.

Principle Ten **Consideration of Social, Environmental and Economic Impacts**

The Partnership will consider the holistic business case in terms of social, environmental and economic impacts in its approach to waste management across the counties.

3.0 Policies, Targets and the Way Forward

3.1 General Policies

- 3.1.1 Through the consultation, an overwhelming majority of people felt that dealing with waste and recycling is everyone's responsibility and that it is important for the councils to spend money on waste and recycling services.
- 3.1.2 This chapter sets out the policies and targets that we have agreed to achieve our principles. We have developed a number of general policies which relate to the overarching principles of our Strategy as below:

Policy 1

Local Authorities in Herefordshire and Worcestershire will adopt the following Waste Hierarchy as a template for their approach to Waste Management, ensuring that waste is prevented wherever possible first before considering other options.



Policy 2

The Local Authorities will ensure that waste management in Herefordshire and Worcestershire provides good value for money to local communities, taxpayers and fee-paying customers.

*"The council should collect a wider range of plastics for recycling"
Bromsgrove resident.*

Policy 3

The Local Authorities will design the services that they provide around the customers that they serve seeking to balance the longer term need to reduce the amount of waste generated and disposed of with the range and type of services necessary to meet our customers needs. This will include a range of core kerbside services for commingled recyclables and residual waste together with additional services for other waste streams that may be provided on a charged for basis.

Policy 4

The Local Authorities are committed to achieve existing and future waste targets set within the local area.

Policy 5

The Local Authorities will seek to adopt and implement sustainable procurement policies and practices for goods and services (including waste management services) that they buy that actively seek to minimise waste and support the use of re-used and recycled materials.

Policy 6

The Local Authorities will continue to work towards a consistent and transparent approach in developing and monitoring performance.

3.2 Climate Change

- 3.2.1 Reducing the carbon footprint of waste management activities within the two counties will be achieved through our obligation under the Landfill Allowance Trading Scheme and target 1 below.
- 3.2.2 Through the consultation, the majority of people felt that there was a link between how waste is dealt with and climate change.



Policy 7

The Local Authorities will actively seek to provide waste management services in a manner that minimises greenhouse gas emissions and other impacts that contribute to Climate Change.

Target 1

In order to ensure that this target is robust, we are currently developing a meaningful target that will enable us to monitor our carbon footprint and set targets for reduction.



3.3 Waste Prevention

- 3.3.1 As a result of the waste prevention measures introduced as part of the Strategy in 2004, the growth in municipal waste arisings in the two counties has stopped and waste is now starting to decline (see 2.3 in Annex G for municipal waste growth from 2000/01 to 2007/08). In future years to 2034, it is estimated that municipal waste will only grow in line with the increase in the number of households across the counties identified in the Regional Spatial Strategy (see Annex A).
- 3.3.2 An important way of reducing residual waste will be through a combination of alternate weekly collections and/or decreasing container capacity over time. This is now referred to as the 'Core Collection Service'.

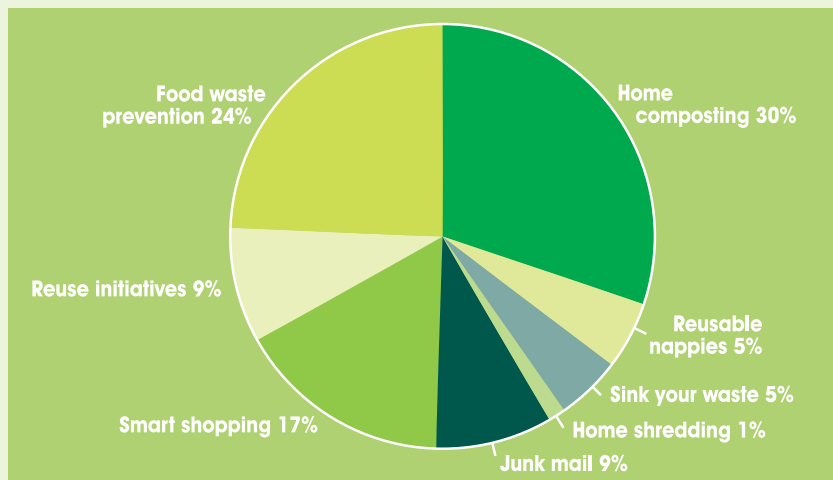
Policy 8

The Core Collection Service:

1. All authorities will collect the same materials for recycling through a commingled collection;
2. All authorities will prevent waste and increase the amount recycled through restricting:
 - a) Collection frequency and/or
 - b) Container capacity



- 3.3.3 An assessment of options for waste prevention has been carried out and is included as Annex B. The diagram below shows the potential relative contribution of Prevention and Re-use measures to total avoidable waste at 2020/21 levels:



- 3.3.4 The assessment of options indicates that home composting, food waste prevention, 'smart shopping', and both re-use and junk mail initiatives could have the biggest impact in terms of reducing both waste collection and disposal costs.

Policy 9

The Local Authorities will implement uniform waste prevention initiatives across the counties to reduce the kg/household of waste collected and disposed of but not recycled, composted or re-used as a minimum in line with the aims of National Waste Strategy for England 2007.

- 3.3.5 Home composting continues to provide the single most effective potential prevention measure. Our approach is to promote home composting to reduce the environmental impacts of disposing of compostable waste. We will continue to promote home composting through the sale of subsidised compost bins and provide advice to residents through the 'Master Composter' scheme. Home composting also reduces collection and disposal costs and ensures that value is recovered from the waste material.
- 3.3.6 The authorities are working with agencies on national campaigns to prevent waste such as Waste Resource Action Programme's food waste reduction and 'Shop Smart' campaigns. We are also working at a local level to develop initiatives such as recruiting and training volunteers to promote waste prevention and give advice.
- 3.3.7 Herefordshire and Worcestershire continue to be innovative in developing and promoting the 'Sink your Waste' campaign for food waste disposers and thus preventing food waste from entering the municipal waste stream.

Policy 10

The Local Authorities will continue to develop and implement the most sustainable ways of processing green and kitchen waste within the household.

- 3.3.8 We will seek to minimise the amount of unsolicited mail that we receive and deliver and we will continue to promote the 'Jilt the Junk Mail' campaign to raise awareness of the issue and encourage



people to register with the Mailing Preference Service and Royal Mail's door-to-door service in a bid to help them reduce the amount of unsolicited mail that they receive.

- 3.3.9 The European Union Packaging Directive encourages producers to reduce packaging and recycle and recover packaging waste and now most bottles, jars, cans and plastic containers are lighter than they were before 2000. However, there is still a problem of excess packaging around many products. The Government is also working with the retail sector, primarily through the Courtauld Commitment which aims to design out packaging waste growth, deliver reductions in packaging waste and identify ways to reduce food waste. The Authorities will seek to minimise packaging in the procurement of goods, continue to lobby for reduced packaging and support local initiatives to reduce the usage of disposable carrier bags through local organisations and initiatives.



Policy 11

The Joint Members Waste Resource Management Forum for Herefordshire and Worcestershire will lobby for measures to combat waste growth in areas such as product design, packaging and other producer responsibility issues, which are most effectively pursued at the national and international levels.

- 3.3.10 We need to continue to build upon the success of current waste prevention initiatives where practicable and financially viable, ensuring that they continue to deliver effective results. Our approach will be to encourage and achieve waste prevention. The Waste Prevention team employed by Herefordshire and Worcestershire Councils promotes these initiatives in partnership with all the authorities.
- 3.3.11 Our Waste Prevention Target is:

Target 2

To achieve the national reductions in household residual waste (waste not re-used, recycled or composted) of 35% by 2015 and 45% by 2020, based on 2000 levels.

Achieving the target:

The aim of the target is to achieve reductions in the amount of household waste that is not re-used, recycled or composted as set by the Government in Waste Strategy for England 2007. This will be done by concentrating on waste prevention, i.e. limiting the amount of non recyclable waste collected, promoting re-use and home composting and maximising on the amount recycled and composted through collection and disposal systems.

Authority	Kg per household 2000	2009/10 performance	Target March 2015	Target March 2020
Herefordshire	1,077	640	700	592
Worcestershire	1,075	614	699	591

*Value foods have lots of packaging but there is no choice but to buy them because of the cost of alternatives"
Herefordshire resident.*

3.4 Re-use

- 3.4.1 We will continue to actively encourage, develop and promote re-use initiatives wherever practicable and financially viable. We acknowledge the strengths of the Third Sector in helping to deliver our objectives and that if the market can deal with "waste", costs to the authorities can be reduced. We will continue to support the work of the charitable and not-for-profit sector, in particular those Third Sector organisations which are involved in the Social Enterprises Waste and Recycling Forum (SEWAR) which has been set up by the Waste Prevention team.
- 3.4.2 We acknowledge the role of other sectors in supporting these operations and this continues to be supported through payment of re-use credits.
- 3.4.3 'Freecycle', and other internet-based waste exchange initiatives are an ideal way for local residents to exchange unwanted goods. We will continue to promote this volunteer led project by conducting training sessions on how to register and use this website and by raising the profile of Freecycle.
- 3.4.4 We will continue to promote alternative ways of disposing of unwanted furniture and appliances.
- 3.4.5 We are looking at the option of providing two recycling/re-use centres in Worcestershire. These could accept a full range of materials for recycling and re-use. Where practicable re-use facilities will be provided at all Household Waste Sites.
- 3.4.6 The authorities will investigate ways in which material collected through bulky waste collections can be diverted to re-use organisations and will continue to promote re-use organisations at the point of bookings for bulky items being made.
- 3.4.7 Textiles are collected by third sector agencies, charity shops, bring banks and at Household Waste Sites. The Authorities will not be collecting textiles as part of the Core collection service and therefore wherever possible we will work with the Third Sector to enable them to continue to provide bring banks and kerbside collections of textiles.



"Children should be educated about recycling so it becomes part of their lives"
Wychavon resident.

Policy 12

The Local Authorities will work with both the Third Sector and contractors to provide routes for goods and materials to be re-used.

3.5 Recycle/Compost

- 3.5.1 Recycling and composting are the gateways to changing attitudes as they enable communities to play their part. They ensure that valuable natural resources are recovered and reduce the demand for virgin materials. The ultimate aim of the Local Authorities is to have a fully integrated collection system that meets the needs of customers and is complementary to the waste treatment and recycling methods used.



- 3.5.2 Our approach is to provide a common core waste collection service with commingled recycling collected from the household and sorted at our EnviroSort Material Reclamation Facility in Worcestershire. Recycling collections will be adapted to suit local priorities and delivered according to need.
- 3.5.3 The commingled recyclate will include glass, paper, card, cartons, cans and plastics. This range of materials will be extended if and when possible in accordance with recycling market demand.
- 3.5.4 We will actively support the market to stimulate demand for additional types of recycled plastics and glass through our procurement of goods.
- 3.5.5 In addition to the core collection service some authorities have introduced chargeable garden waste collections according to identified local customer demand in order to increase the amount of waste recycled and composted. Authorities may choose to operate paid for collections of garden waste where both additional collection and disposal costs will be considered and agreed prior to service implementation. However, the Partnership's preferred approach is to promote home composting.
- 3.5.6 Outside of Wychavon there are no current plans to introduce separate collections of food waste.
- 3.5.7 Treatment processes may separate some of the material left in the residual waste stream so that it can be recycled.
- 3.5.8 We are actively exploring ways of recycling street sweepings.



Policy 13

The Local Authorities are committed to achieve targets set within this Strategy and have regard to the national targets set out in Waste Strategy for England 2007 for recycling, composting and recovery.

- 3.5.9 With the provision of the EnviroSort facility the authorities will seek to expand recycling services to the commercial sector. In line with Waste Strategy 2007, the Authorities are keen to explore options for encouraging businesses to recycle waste and to introduce chargeable recycling collection services to them wherever possible.
- 3.5.10 Bring recycling sites still have a significant part to play, even where there is substantial kerbside collection. There is certainly a need for these facilities where it is not possible to provide a kerbside collection – for example in remote rural or hard to reach urban areas. Bring recycling sites may also offer the best opportunity for collecting other materials not collected through kerbside schemes e.g. textiles.
- 3.5.11 We acknowledge the role of other sectors in supporting these operations and this continues to be supported through payment of recycling credits.
- 3.5.12 The authorities will work to have standardised products collected through bring recycling sites and will look at the option of contracts covering wider areas.



Policy 14

The Local Authorities will continue to provide and enhance bring recycling sites, where considered beneficial, and to supplement kerbside collection schemes and facilities provided at Household Waste Sites.

- 3.5.14 To emphasise the recycling aspect at all Household Waste Sites, they will all be re-branded as **Household Recycling Centres**.
- 3.5.15 Household recycling centres play a significant role in diverting waste away from landfill for recycling and composting and are a key interface with the public. They provide a local facility where the public can recycle a wide range of materials.
- 3.5.16 Household recycling centres will continue to provide facilities for residents to dispose of garden waste for composting and a place where they are also able to buy back the composted material as soil conditioner.



Policy 15

The Waste Disposal Authorities, in conjunction with their partners, will maximise the potential of Household Recycling Centres to make sure that they provide a quality service and enable maximum recycling/re-use wherever possible.

- 3.5.17 Our Re-use, Recycling and Composting Targets are:

*"There are no recycling facilities at the flats where I live"
Redditch resident.*

Target 3

To work towards achieving national recycling/composting levels of household waste of 45% by 31st March 2015 and 50% by 31st March 2020.

Achieving the Target:

The aim of the target is to achieve the minimum recycling and composting levels that the Government has set in Waste Strategy for England 2007. The Authorities have committed and will continue to commit funding and set their fees and charges in order to reach the targets through a combination of approaches including promotion, communication, collection and treatment processes

The Partnership has set a target of 43% recycling/composting before 31st March 2014. As new collection and treatment methods are introduced, the Partnership will review its ability to exceed this target in line with the 2015 national target of 45%

Target 4

To continue to meet the requirements of the Household Waste Recycling Act 2003.

Achieving the Target:

The aim of the target is to meet the requirements of the Household Waste Recycling Act 2003, which requires all Local Authorities in England to provide a kerbside collection of at least 2 recyclable materials from all households by 31st December 2010 unless the cost of doing so would be unreasonably high or comparable alternative arrangements are available. This is an essential part of the overall Strategy to achieve Government targets and diversion from landfill.

3.6 Recovery

- 3.6.1 We live in a changing world, with new technologies emerging that should deliver more sustainable waste management solutions. The Partnership needs to ensure that this Strategy is flexible so that we can take advantage of these new technologies, as well as established and proven technologies, thereby enabling us to meet the challenging targets for the future.
- 3.6.2 The residual options appraisal (Annex D) examines a range of options for the introduction of residual waste treatment capacity for Herefordshire and Worcestershire. These strategic options were appraised against a number of environmental, social and economic criteria in order to identify the option(s) that perform best overall. The Partnership has examined these options and the conclusions of the appraisal and agrees that they should inform the decision on any application for planning permission for a waste treatment solution for Herefordshire and Worcestershire. The appraisal will be reviewed in the light of any decisions on the waste treatment solution for Herefordshire and Worcestershire.
- 3.6.3 Recovering value from waste includes recycling, composting and treatment methods which produce a useful by-product, such as energy.
- 3.6.4 Through the consultation, an overwhelming majority of people felt that any left over waste which cannot be recycled, composted or re-used should be used as fuel to produce energy such as electricity. Minimising the impact on the environment was highlighted as the most important consideration in deciding what to do with left over waste.

"People need more information about the options for treatment that recovers value, such as energy, from waste"
Herefordshire resident.



Policy 16

Waste management methods will promote sustainable waste management by considering and balancing environmental, social and economic impacts. Both established and emerging technologies will be considered to enable a flexible approach to the waste treatment methods that will be adopted.

- 3.6.5 Our Recovery Target is:

Target 5

By 2015 or earlier if practicable, we will recover value from a minimum of 78% of municipal waste.

Achieving the Target:

The aim of this target is to achieve the Best Practicable Environmental Option (BPEO) for Herefordshire and Worcestershire that was identified in July 2003 through a portfolio of treatment options- i.e. a minimum of 33% of municipal waste to be recycled and/or composted, a maximum of 22% landfilled and the remainder for energy recovery. Whilst recognising that the BPEO is no longer part of planning guidance, it remains as an adopted policy within Herefordshire and Worcestershire.



3.7 Disposal

- 3.7.1 It has long been recognised within the two counties, that reliance on landfill is not a long term, sustainable option and our principle is to reduce use of landfill as much as we can. However landfill will continue to play a part in the way waste is managed within Herefordshire and Worcestershire as landfill is the only suitable disposal route for certain waste streams and process residues. Whatever other treatment methods are used, the Partnership will aim to recycle and recover the maximum amounts possible and reduce reliance upon landfill in line with the BPEO target.



Policy 17

The Local Authorities will increase recovery and diversion of biodegradable waste away from landfill in line with the EU Landfill Directive to ensure we achieve, as a minimum, the requirements of the Landfill Allowance Trading Scheme.

- 3.7.2 Our Disposal Target is:

Target 6

To reduce the amount of biodegradable municipal waste landfilled in order to meet the yearly allowances set by Government under the Landfill Allowance Trading Scheme. In particular in target years as below:

102,684 tonnes during April 2012 to March 2013
71,851 tonnes during April 2019 to March 2020

The trading scheme will be used to buy and sell allowances where this is appropriate.

Achieving the Target:

The aim of the target is to ensure that the Authorities meet the requirements of the Landfill Directive, which requires that the amount of bio-degradable waste that is sent to landfill is reduced. The introduction of the Core collection service waste prevention and the new residual waste treatment processes will enable these targets to be met.



3.8 Awareness Raising

- 3.8.1 Building on past success the Partnership will continue to raise awareness of waste issues with Elected Members and our communities. We also need to continue to effect behavioural change through delivery of the Core collection service. Raising awareness of the efficiency of our services is also an important part of our promotional activities.
- 3.8.2 Whilst it is important that there is collaboration and joint working to share good practice and be more cost effective, it is also important that the Local Authorities continue to develop their own initiatives and publicity programmes to accommodate local needs.
- 3.8.3 The Partnership recognises the importance of continuing to build on good media relationships to ensure that opportunities for awareness raising and publicity are used to maximum effect wherever possible.



- 3.8.4 The development and promotion of web sites and consistent use of web based material and enquiry portals also offer an important way of raising awareness, providing information and dealing with customer enquiries.
- 3.8.5 The next generation will be living with the effects of Climate Change and it is important to influence their behaviour now. Schools through their work with young people and the wider community have a vital role working towards a more sustainable future, both in educating the young people themselves and through their parents and the wider family. The Partnership will continue to provide recyclable collections to schools and increase the amount of schools that have a recycling collection wherever practicable.

Policy 18

The Local Authorities will continue to work together on waste prevention, re-use and recycling schemes and raise awareness of the links between these and Climate Change.

Policy 19

The Local Authorities will continue to raise awareness of resource management issues and link with national campaigns and promotions where appropriate to achieve maximum impact and results.

3.9 Partnerships

- 3.9.1 Joint working between local authorities is becoming increasingly important as a means of delivering quality services to residents and meeting the UK's Landfill Directive obligations at affordable cost. This approach is particularly important in two-tier areas, where responsibilities for waste collection and waste disposal are split between different authorities. As new, more sustainable ways of managing waste are introduced, it is becoming increasingly important to integrate collection and disposal which also brings the potential to generate efficiencies.

"If people knew what happened to recyclables then they are likely to recycle more"
Malvern Hills resident.



- 3.9.2 In Herefordshire and Worcestershire, the local authorities have adopted a partnership approach to joint working through the Joint Member Waste Resource Management Forum and the Joint Officer Waste Resource Management Forum, which work very successfully and have developed this Strategy. The Member Forum will continue to consider future governance arrangements as new guidance is produced and any changes in legislation are announced. Delivery of the Strategy will require that the authorities continue to work together in order to meet objectives in the most effective, efficient and economic way.
- 3.9.3 The Third Sector, voluntary and community groups have a valuable role to play and can be innovative and bring a fresh perspective to waste management issues. The expertise and experience that some of these groups have in collecting and re-using materials and in education and awareness raising will have an important part to play in delivering the Strategy.



"A charge for collection of garden waste would encourage people to compost at home"
Herefordshire resident.

Policy 20

Re-use and recycling of waste materials by the commercial, voluntary and community sector will be actively encouraged and in appropriate circumstances supported and facilitated including through the use of partnership working.

3.10 Planning and Economic Opportunities

- 3.10.1 The economics of waste is changing. As the landfill tax increases, other waste treatment options become more cost effective for both local authorities and their partners, businesses, schools and any organisation that produces or handles waste. As new markets develop we will look to adopt alternative ways of dealing with waste which are more sustainable and cost effective.
- 3.10.2 Opportunities for more sustainable waste management, such as through the installation of food waste disposal units and provision of compost bins, will be explored through the local planning process for new housing developments wherever possible.

Policy 21

Opportunities for more sustainable waste management will be actively sought in all new developments as part of the planning process. Where necessary representations to Government will be made through the appropriate channels to seek amendments to planning legislation to support this and the other aims of this Strategy.

Policy 22

The Strategy will be aligned with key spatial and planning policies as they develop to ensure they are mutually supportive.

3.11 Transport

- 3.11.1 Efficient use of transport is a key factor in developing and implementing a sustainable waste management strategy. Currently, wherever practicable and cost effective, the transportation of waste and recycled materials is minimised through provision of local sites and by compacting materials. In the short to medium term, waste may need to be transported to national facilities in order to ensure that we meet the requirements of the Landfill Directive.
- 3.11.2 Adoption of a carbon footprint approach to transport where 'waste miles' are measured will support the decision making process for the provision of the core and local services.



Policy 23

The Local Authorities will design and operate collection, transfer, associated transport and treatment systems to minimise the overall carbon emissions (including "waste miles") arising from these elements of waste management activities and measured through target 1 of the Strategy.

3.12 Other Waste Streams

- 3.12.1 The authorities have a duty to collect certain other materials such as clinical waste and street sweepings. The Action Plan for these waste streams will be included in Annex I.

Policy 24

Individual policies will be prepared for specific waste streams where this is considered the best approach to preventing, re-using, recycling and recovering value from waste arising in these streams.



Managing waste for a brighter future



CHILDREN AND YOUNG PEOPLE'S PLAN

Relevant Portfolio Holder	Cllr M Sherrey
Portfolio Holder Consulted	
Relevant Head of Service	Kevin Dicks, Chief Executive
Ward(s) Affected	All
Ward Councillor(s) Consulted	N/A
Key Decision / Non-Key Decision	Non Key

1. SUMMARY OF PROPOSALS

- 1.1 This report outlines the Worcestershire Children and Young People's Plan which has been developed by the Connecting Families Strategic Group (comprised of a number of public and voluntary and community sector partners) and has been adopted by Worcestershire Health and Well Being Board.
- 1.2 The Children and Young People's Plan is a partnership plan and, as such, should be owned by all agencies working with children, young people and families in Worcestershire. The purpose of the plan is to:
- Set expectations around the way we work defining shared values and culture.
 - Clarify our collective ambition and aspirations for all children and young people in Worcestershire.
 - Focus on key priorities and success measures.
 - Provide a framework for all agencies and organisations working with children, young people and families to make the necessary impact to improve lives; and
 - Build on and add value to existing plans.
- 1.3 This is a copy of the covering report that was used by Worcestershire County Council when presenting the children and young People's Plan for Members' consideration in Worcestershire. Whilst this is a County plan Worcestershire County Council is keen to receive the support from local district Councils.

2. RECOMMENDATIONS

The Cabinet is asked to RESOLVE that:

- 2.1 the new Worcestershire Children and Young People's Plan (CYPP) 2017-2021 be endorsed; and**
- 2.2 authority be delegated to the Head of Community Services, in so far as it is within the Council's remit to work with Worcestershire County Council and all other relevant agencies and organisations to contribute to the drawing up an action plan to put the CYPP into effect.**

3. KEY ISSUES

- 3.1 In February 2017, the Health and Wellbeing Board approved the development of the new Children and Young People's Plan (CYPP) for all children and young people in Worcestershire. It also agreed to strengthen the already well-established Connecting Families Strategic Group as the key partnership group to take responsibility for developing and implementing the CYPP and for this Strategic Group to be a formal sub-group of the Health and Wellbeing Board.
- 3.2. In April 2017, the Health and Wellbeing Board received an update on the progress in developing the new CYPP and noted the emerging priorities and content. It also approved the look and feel of the new CYPP and the consultation and engagement plan.
- 3.3. The Connecting Families Strategic Group has now met in its new format three times, and has actively led on the development of the CYPP. The Strategic Group formally recommended to the Health and Wellbeing Board to approve the new CYPP on the 11 July 2017. This recommendation was based on recognising that the new CYPP is the start of a journey, it simply sets out the overarching vision and ambition for all children and young people and as such will be refreshed/challenged on a regular basis.
- 3.4. As the new CYPP needs to be owned by all agencies, the Connecting Families Strategic Group is also recommending that all agencies adopt the plan within their individual agency policy frameworks.

Case for change

- 3.5. The development of the new CYPP is informed by both demographic and outcome challenges (data) as well the views of children, young people, parents/carers and practitioners. The case for change from a data perspective is informed by the Joint Strategic Needs Assessment and ongoing performance information. This information will be reviewed quarterly and the detail behind the Plan will be adapted in response.
- 3.6. As an overarching summary, the data currently highlights a number of potential issues and areas of concern which has informed the development of the new CYPP. These include:-
- The number of children and young people aged 19 or under in Worcestershire is projected to be 131,800 by 2025. This is an increase of 3,600 from 2015.
 - Birth rate is declining but is on the rise among disadvantaged families which could lead to additional demand challenges on public services.
 - Over 15,800 children across Worcestershire live in low income households.
 - The broad range of health inequalities for the under 5s.
 - Key Stage 2 results continue to be below expectations.

- Too many children are not receiving a quality education and this is leading to poor outcomes and growing impact on wider public services.
- Growing prevalence of children diagnosed with special education needs and disabilities and understanding what support may be needed to meet their needs.
- Education attainment of vulnerable pupils including those eligible for free school meals, looked after children and children with special education needs and disabilities. The gap is still too big between these vulnerable groups and their peers.
- Progress of Care Leavers into suitable accommodation and education, employment and/or training. 48% of care leavers are currently not in education, employment or training.
- Emotional wellbeing and mental health needs of children and young people; and
- Demand on social care at every level (Children in Need, Child Protection and Looked After Children) and the capacity, capability and quality of social care practice.

Consultation and engagement

- 3.7. A wide ranging consultation and engagement plan was drawn up which included engagement with children, young people, parents, carers and staff who work with them including:
- Social Care Teams
 - CCGs
 - Health Visitors
 - Police
 - Schools
 - Family Support
 - CAMHs
 - Speech and Language
 - Voluntary Sector
 - Districts
 - Parenting
 - Housing Providers
 - Sexual Health team
- 3.8. A variety of consultation methods were used to maximise the level of engagement.

Survey

An online survey was created which was shared widely via a variety of networks.

The same 5 questions were asked of 4 groups so that responses could be analysed in the same way. The 4 groups were:

- Children (0-12).
- Young People (13 – 24).
- Parents/Carers of children and young people; and
- Practitioners who work with children, young people and families.

Respondents who fitted in more than one group were able to give their answer from more than one perspective e.g. a 23 year old parent. An easy read version was also made available via the website.

Social media: There was full social media communication plan raising the awareness of the survey and that a new Worcestershire Children's and Young People's plan was being developed. This included messages on Twitter, LinkedIn, Facebook and Yammer (internal and external networks). All of the six districts and the County Council had displays on their plasma screen and their own social media channels.

Engagement packs: An engagement pack was created and shared with partner agencies via a variety of networks.

Schools: Several schools used the recent elections for discussions with children and supported them to complete the survey in lessons.

The children of Franche Primary school created several videos which were used in social media posts.

<https://www.youtube.com/watch?v=O58AwnLY5OA>
<https://www.youtube.com/watch?v=sW99BHgxRtU&>
<https://www.youtube.com/watch?v=tLzmmS0uOk8>
<https://www.youtube.com/watch?v=skj8VI7OK74&>
<https://www.youtube.com/watch?v=Gg6aUPBMJw8&>

School Council were also invited to get involved by discussing and responding to the five questions in their meetings this term.

Libraries: Engagement Trees were placed in all 21 libraries, the same questions were asked at all 21 libraries each week for 5 weeks. A total of c.1450 face-to-face responses were received, the vast majority of which were from libraries.

Partners: A workshop was held for partners on 15th June to agree the priorities for Worcestershire prior to finalising the content. A wide range of partners attended and discussions have been fed into the final document.

Youth Cabinet: Have been briefed and we are working with them on the next steps to ensure they are fully involved.

Parents' Voice: Ran their own social media campaign promoting the survey and also ran two focus groups with invited parents (invited through social media) to have round table discussions about the plan. Their responses have been fed into the survey responses.

Survey Results

- 3.9. Over 2600 responses received (as of 30th June 2017)
- 1144 online survey
 - c. 1450 face to face (final data is still being submitted)

- 3.10. A breakdown of respondent type and district area can be seen in the tables below.

Respondent types		District	
Children (12 or under)	735	Bromsgrove	607
Young People (13-24)	207	Malvern Hills	311
Parents/Carers	963	Redditch	129
Practitioners	575	Worcester City	560
Other	164	Wychavon	448
Note: there is some overlap between Young People/Parent and practitioner categories and respondents can be more than one (and answer from each perspective)		Wyre Forest	345
		Outside Worcestershire	31

Gender		Disability	
Male	372	Yes	129
Female	1010	No	961

Note: Demographic data was not captured for face-to-face respondents. Sexual orientation and ethnicity data is included in the full analysis along with cross-tabs of demographic data.

- 3.11. As a summary views were captured from 5 different viewpoints:
- those aged 12 and under,;
 - young people aged 13 to 24;
 - parents/carers;
 - practitioners; and
 - other interested citizens.

Respondents were asked what was important to children in Worcestershire and what the main challenges they face were.

- 3.12. Children and young people tended to respond to these questions in a more simplistic fashion. For instance, they would focus on issues of 'happiness',

'family' and 'friends' which all could be described as outcomes. Adults, whilst still touching on these outcomes, gave much more detailed answers that focus on **how** these outcomes might be achieved. For example, they commonly call for well-funded and easily accessible family support service to help families that need additional support. This family support is not an outcome in itself but could be seen as a mechanism to achieve outcomes for children such as happiness and having a loving and supporting family.

- 3.13. A summary of the responses and respondent type can be seen in the tables below. *(Note: the views of other interested citizens have not been included in the initial summary as priority has been given to analysing feedback from the four main groups).*

Question: What is most important to children and young people?

Answer	Children	Young People	Parent / Carers	Practitioners
Family	✓	✓		
Friends	✓	✓		
Pets	✓			
Sports and physical activity	✓		✓	✓
Education		✓	✓	✓
Employment opportunities		✓	✓	✓
Safety - family environment and having safe places to go		✓	✓	✓
Activities		✓	✓	✓
Support services - early years, family, mental health, relationships and sexual health			✓	✓

Question: What are the main issues and challenges for children and young people?

Answer	Children	Young People	Parent / Carers	Practitioners
Education and school - pressure and provision	✓	✓	✓	✓
Lack of safe and affordable places to go outside of school			✓	✓
Learning to get along with other people	✓	✓	✓	✓
Cuts in services that offer support to children and young people			✓	✓
Mental health and wellbeing		✓	✓	✓
Lack of safe, local and affordable activities	✓	✓	✓	✓
Use of social media for bullying			✓	✓

Question: How could the lives of children and young people be improved?

Answer	Children	Young People
More <i>affordable and available</i> activities	✓	✓
More time with friends and family	✓	
Less bullying and/or more friends	✓	✓

Worcestershire's Children and Young People's Plan: 2017 – 2021

- 3.14. The CYPP is attached as Appendix 1. It has been designed to be a 'plan on a page' to set the framework and intent for further work. More detail and information is included on the website www.worcestershire.gov.uk/cypp.
- 3.15. As set out above, the CYPP will set the expectation around the way all agencies will work and will need to be actively embedded across the system. The plan states that agencies will:

- Listen to, hear and understand children, young people and families
- Find strengths and build on positives to help people help themselves
- Prioritise partnerships to improve outcomes – doing things with people, instead of to them, for them or doing nothing
- Focus on adding value and keep asking: Is anyone better off? Is anyone worse off?
- Be brave enough to always do the right thing for children and young people.

3.16. In addition to clarifying the shared values and expectations around the way agencies work, the plan follows a logic model of five key steps

- The overarching vision for all children and young people
- The ultimate outcomes
- The key priorities
- The areas of work/activity that need to be implemented?
- The measurements of success?

Our vision is for

Worcestershire to be a wonderful place for all children and young people to grow up

We believe it is important that children and young people:-

- Are safe from harm
- Reach their full potential
- Make a positive contribution in their communities
- Live healthy, happy and fun filled lives

We will effect change by working together to:-

- Help children live in safe and supportive families and communities (homes and places)
- Promote safe, healthy and positive relationships
- Support children to have the best start in life and be ready for learning
- Provide access to a quality and appropriate education / learning experience for all
- Prepare young people for adult life
- Improve outcomes for our vulnerable children and young people
- Increasing young people's voice in community life, participation and engagement in developing services
- Increase access to safe and affordable activities and places to go outside of school
- Encourage physical activity and healthy eating
- Improve access to social, emotional mental health and well-being services
- Support young people, parents and carers to overcome the barriers to sustained employment

We will work together to:-

- Actively embed the children and young people plan's shared values within all agencies
- Improve safeguarding services
- Reform services for children with special education needs and disabilities
- Break the cycle of families continuing to need/rely on specialist services
- Tackle the gaps in education system/provision that prevent children and young people from accessing full time education
- Develop and implement a prevention and early help strategy
- Strengthen the social, emotional and mental health offer
- Secure partnerships that support delivery of our priorities and use public money wisely

We will know if the plan is working by the:-

- Decrease in the number of children and young people with a repeat child protection plan
- Increase in the percentage and timeliness of children who are looked after that are in permanent homes (placements)
- Increase in the percentage of children with a good level of development in early years
- Improvement in educational outcomes and positive destinations for all children and young people
- Decrease in achievement gaps at all stages
- Surveys of children and young people's views: are they having fun and having a positive influence in their communities?
- Decrease in the number of first time entrants into the youth justice system
- Increase in children, young people and parental satisfaction with emotional wellbeing or mental health services
- Improvement of health outcomes and closing of inequalities gap.

Implementing the Plan and Next Steps

- 3.17. Approving the CYPP is the start of a journey, as the CYPP simply sets out the vision and values to put children and young people at the heart of everything we do (far more than what happens now). There is more work to be done to set out an action plan of what is going to be delivered as individual organisations, and together as partners, to improve the lives of children and young people. The Plan in its current form sets out initial intentions and all partners are being asked to endorse and adopt the Plan and actively embed the shared values into their culture.
- 3.18. To develop the action plan there is more work to do and the Cabinet is asked to authorise the Head of Community Services to work with Worcestershire County

Council and all relevant agencies and organisations to draw up an action plan to put the CYPP into effect. This action will provide clarity on what work is currently in progress and how the CYPP can add value to this. It will also identify and address gaps of activity and focus.

- 3.19. To start the development agencies and organisations are being asked to
- Consider/map their key priorities with those in the CYPP to identify common areas
 - Consider how they could support the key priorities
 - embedding this approach in the 'way we work' (which is in line with the Council's systems thinking approach)

Details of the Council's contribution to CYPP can be found at Appendix 4

- 3.20. Work is also in progress to develop a performance dashboard to demonstrate progress. This will flow from the overarching success measures outlined in the CYPP and will the necessary level of detail around performance progress. It is intended to build this detail on the www.worcestershire.gov.uk/cypp website pages along with links to the range of plans and programmes of work that support the implementation of the CYPP.
- 3.21. The implementation of the CYPP will feature as a standard agenda item at each Connecting Families Strategic Group (meets monthly). There will also be a quarterly review of progress which will feed into the Health and Wellbeing Board meeting schedule.

Financial Implications

- 3.22. There are no financial implications arising from adopting the plan as this work will be done within existing budgets.
- 3.23. A more joined up approach should enable agencies to use their resources more efficiently in the future. Where there are any additional resource implications these will be reported separately. Finance officers are currently working on a Cost Benefit framework to enable identification of the long term partner benefits from the Connecting Families approach.

Legal Implications

- 3.24. 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.

- 3.25 There is a duty on local authorities under Section 10 of the Children Act 2004 to make arrangements to promote co-operation to improve the wellbeing of all children in the authority's area. A range of individual organisations and professionals working with children and families have specific statutory duties to promote the welfare of children and ensure they are protected from harm.
- 3.26 In addition Section 11 of the Children Act 2004 places a duty on District Councils that provide children's and other types of services including housing, sport, culture and leisure services, licensing authorities and youth services.

Service / Operational Implications

- 3.27 The Council is already working towards the Children and Young People's Plan through its work on Connecting Families and its transformation programme.
- 3.28 We will continue to review our service provision and all that we do to ensure it helps achieve the CYPP vision and outcomes. This cannot be done by one organisation alone and to achieve this we need to transform the public and voluntary sector – the Council will continue to seek to drive this.

Customer / Equalities and Diversity Implications

- 3.29 The CYPP has been developed in consultation with a number of statutory and non-statutory bodies and focuses on supporting the needs of some of the most vulnerable individuals and groups across the county.
- 3.30 This Partnership Plan was subject to consultation as described above.
- 3.31 From an equalities perspective, the CYPP has involved children and young people in a variety of ways throughout the development process and has highlighted their views and perspectives, not just those of parent/carers or practitioners. It also acknowledges other equality and diversity impacts, such as disability and mental health and wellbeing and the importance of equal opportunities for children and young people.
- 3.32 As part of the consultation process, the online survey also captured (optional) demographic data from the respondents. Further information on this is included in Appendix 3.

4. RISK MANAGEMENT

- 4.1 Supporting the plan presents no risks to the Council. The plan supports several of the council's strategic purposes, including help me lead my life independently.

5. APPENDICES

Appendix 1 – Children and Young People’s Plan

Appendix 2 – Additional Data Aug 2017

Appendix 3 – CYPP Qualitative research – report August 2017

Appendix 4 – Council Contribution to CYPP

6. BACKGROUND PAPERS

None.

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Agenda Item 8 Worcestershire Children and Young People

At the heart of everything we do



Worcestershire's Children and Young People's Plan

2017 - 2021

Page 99 Find out more online:
www.worcestershire.gov.uk/CYPP

This plan is owned by all agencies working with children, young people and families in Worcestershire

We will:





Page 100

Provides a framework for all agencies and organisations working with children, young people and families to make the necessary impact to improve lives

- Listen to, hear and understand children, young people and families
- Find strengths and build on positives to help people help themselves
- Prioritise partnerships - to improve outcomes, doing things with people, instead of to them, for them or doing nothing
- Focus on adding value, Keep asking is anyone better off? Is anyone worse off?
- Be brave enough to always do the right thing for children and young people

Agenda Item 8

Our vision is for Worcestershire to be a wonderful place for all children and young people to grow up

Ultimate Outcomes	Our Priorities	What are we going to do?	How we'll know if we've made a difference
 <p>Are safe from harm</p>	<ol style="list-style-type: none"> 1. Help children live in safe and supportive families and communities (homes and places) 2. Promote safe, healthy and positive relationships 	<ul style="list-style-type: none"> • Actively embed the children and young people plan's shared values within all agencies • Improve safeguarding services • Reform services for children with special education needs and disabilities • Break the cycle of families continuing to need/rely on specialist services • Tackle the gaps in education system/provision that prevent children and young people from accessing full time education • Strengthen the focus on prevention and early intervention within all aspects of the children and young people's plan • Strengthen the social, emotional and mental health offer • Secure partnerships that support delivery of our priorities and use public money wisely 	<p>Decrease in the number of children and young people with a repeat child protection plan</p> <p>Increase in the percentage and timeliness of children who are looked after that are in permanent homes (placements)</p>
 <p>Reach their full potential</p>	<ol style="list-style-type: none"> 3. Support children to have the best start in life and be ready for learning 4. Provide access to a quality and appropriate education/learning experience for all 5. Prepare young people for adult life 6. Improve outcomes for our most vulnerable children and young people 		<p>Increase in the percentage of children with a good level of development in early years</p> <p>Improve educational outcomes and positive destinations for all children and young people</p> <p>Decrease in achievement gaps at all stages</p>
 <p>Make a positive contribution in their communities</p>	<ol style="list-style-type: none"> 7. Increase young people's voice in community life, participation and engagement in developing services 8. Increase access to safe and affordable activities and places to go outside of school 		<p>Surveys of children and young people's views: are they having fun and having a positive influence in their communities?</p> <p>Decrease in the number of first time entrants into the youth justice system</p>
 <p>Live healthy, happy and fun filled lives</p>	<ol style="list-style-type: none"> 9. Increase physical activity and healthy eating 10. Improve social, emotional mental health & well-being outcomes 11. Support young people, parents and carers to overcome the barriers to sustained employment 		<p>Increase in children, young people and parental satisfaction with emotional well-being or mental health services</p> <p>Improvement of health outcomes and closing of inequalities gap</p>

Our Partnership:

All District Councils | Clinical Commissioning Groups | Department of Work and Pensions (West Mercia District) | Early Years Settings | Employers | Hereford and Worcester Fire and Rescue Service
 Local Enterprise Board (Business and Skills Sector) | Public Health | Schools and College | Training Providers | Voluntary and Community Sector | West Mercia Police | Worcestershire Acute Hospital Trust
 Worcestershire Children's Safeguarding Board | Worcestershire County Council | Worcestershire Health and Care Trust

What you told us is important?

Sleep because I dream

Being good and staying out of trouble

Just had a baby girl, she is the most important thing in my life

People being less harsh and being nice

Being appreciated and having an equal opportunity

Being given the opportunities to achieve the same as everyone else, not being defined by my post code

That I'm able to access support and a club that supports my needs

If learning is more fun

My family as they are everything

Family, friends, phone, PS4, cricket bat and ball, hockey ball and stick

Additional District Information

The following information has been collated by WCC from various sources for use in the Districts.

Population estimates

- Mid 2016 there were an estimated 128,992 children and young people aged 0-19 in Worcestershire.
- Mid 2016 there were an estimated 159,938 children and young people aged 0-24 in Worcestershire.

District breakdown

- The number of children and young people aged 19 or under in **Bromsgrove** is projected to be 24,300 by 2025. This is an increase of 1,200 from 2015
- The number of children and young people aged 19 or under in **Malvern Hills** is projected to be 16,200 by 2025. This is an increase of 700 from 2015
- The number of children and young people aged 19 or under in **Redditch** is projected to be 20,400 by 2025. This is a decrease of 200 from 2015
- The number of children and young people aged 19 or under in **Worcester City** is projected to be 25,100 by 2025. This is an increase of 1,100 from 2015
- The number of children and young people aged 19 or under in **Wychavon** is projected to be 26,300 by 2025. This is an increase of 600 from 2015
- The number of children and young people aged 19 or under in **Wyre Forest** is projected to be 21,700 by 2025. This is an increase of 300 from 2015

Number of children living in low income households

- Over 1,600 children under 16 in **Bromsgrove** live in low income households
- Over 1,700 children under 16 in **Malvern Hills** live in low income households
- Over 3,100 children under 16 in **Redditch** live in low income households
- Over 3,400 children under 16 in **Worcester City** live in low income households
- Over 2,500 children under 16 in **Wychavon** live in low income households
- Over 3,300 children under 16 in **Wyre Forest** live in low income households

Key Stage Results

Note - Children are grouped by where they attend school, this may not be the same district in which they live.

The figures below include all state schools in Worcestershire.

% Reaching Expected Standard in Reading, Writing and Maths at end of KS1 (Provisional 2017)

Bromsgrove: 63.5

Malvern Hills: 65.3

Redditch: 62.0

Worcester: 63.7

Wychavon: 70.3

Wyre Forest: 62.7

National: 63.7

Agenda Item 8

% Reaching Expected Standard in Reading, Writing and Maths at end of KS2 (Provisional 2017)

Bromsgrove: 67.3
 Malvern Hills: 61.2
 Redditch: 47.9
 Worcester: 59.6
 Wychavon: 51.8
 Wyre Forest: 56.7
 National: 57.2

Numbers of Looked after Children, children on a Child Protection Plan and Child in Need and the number of individuals with a Targeted Family Support Worker

	Looked after children	Child Protection Plan	Child in Need	Targeted Family Support
Bromsgrove	60	70	110	120
Malvern Hills	70	60	90	60
Redditch	120	70	140	300
Worcester City	110	120	200	270
Wychavon	90	80	120	170
Wyre Forest	110	140	150	220
Out of County/confidential	210	20	30	n/a
Notes				
Figures rounded to nearest 10				
TFS as at end of June 2017; others at end July 2017				
Looked after - address is placement address; others use display address/main address				
Child in Need - local definition				

Early Help/Early Intervention Figures

Redditch	2016/17 Q2	2016/17 Q3	2016/17 Q4	2017/18 Q1
	Jul Aug Sep	Oct Nov Dec	Jan Feb Mar	Apr May Jun
Number of individuals with a completed early help assessment	70	48	42	85
Percentage of two year old children benefitting from funded early education	58%	69%	67%	56%
Percentage of 18-16 yr olds not in education, employment or training	Not reported on this quarter	2.5%	3.5%	3.6%
Percentage of previous year 11 RONIs who are in education, employment and training (annual figure)		91.9% (2014)	90.4% (2015)	92.3% (2016)
Percentage of 16-24 population claiming Job Seekers Allowance	1.0%	0.7%	0.8%	0.9%
Number of Anti-Social Behaviour Incidents recorded by West Mercia Police calls	1049	774	792	923
Under 18s conceptions rate per 1,000 population aged 15-17 (annual figure)		34.5 (2012)	28.8 (2013)	34 (2014)

Agenda Item 8

Bromsgrove	2016/17 Q2 Jul Aug Sep	2016/17 Q3 Oct Nov Dec	2016/17 Q4 Jan Feb Mar	2017/18 Q1 Apr May Jun
Number of individuals with a completed early help assessment	80	66	66	40
Percentage of two year old children benefitting from funded early education	59%	67%	62%	62%
Percentage of 18-16 yr olds not in education, employment or training	Not reported on this quarter	1.5%	2.1%	2.0%
Percentage of previous year 11 RONIs who are in education, employment and training (annual figure)		91.1% (2014)	89.4% (2015)	94.9% (2016)
Percentage of 16-24 population claiming Job Seekers Allowance	0.6%	0.5%	0.6%	0.5%
Number of Anti-Social Behaviour Incidents recorded by West Mercia Police calls	685	603	545	724
Under 18s conceptions rate per 1,000 population aged 15-17 (annual figure)		19 (2012)	17.7 (2013)	14.7 (2014)

Malvern Hills	2016/17 Q2 Jul Aug Sep	2016/17 Q3 Oct Nov Dec	2016/17 Q4 Jan Feb Mar	2017/18 Q1 Apr May Jun
Number of individuals with a completed early help assessment	76	50	48	54
Percentage of two year old children benefitting from funded early education	72%	86%	69%	78%
Percentage of 18-16 yr olds not in education, employment or training	Not reported on this quarter	2.2%	3.2%	3.7%
Percentage of previous year 11 RONIs who are in education, employment and training (annual figure)		94.2% (2014)	94.5% (2015)	94.7% (2016)
Percentage of 16-24 population claiming Job Seekers Allowance	0.8%	0.8%	0.7%	0.7%
Number of Anti-Social Behaviour Incidents recorded by West Mercia Police calls	630	520	447	567
Under 18s conceptions rate per 1,000 population aged 15-17 (annual figure)		22.1 (2012)	19.2 (2013)	10 (2014)

Worcester City	2016/17 Q2 Jul Aug Sep	2016/17 Q3 Oct Nov Dec	2016/17 Q4 Jan Feb Mar	2017/18 Q1 Apr May Jun
Number of individuals with a completed early help assessment	160	95	109	106
Percentage of two year old children benefitting from funded early education	65%	78%	61%	76%
Percentage of 18-16 yr olds not in education, employment or training	Not reported on this quarter	3.6%	5.0%	5.6%

Agenda Item 8

Percentage of previous year 11 RONIs who are in education, employment and training (annual figure)		92.7% (2014)	93.6% (2015)	87.8% (2016)
Percentage of 16-24 population claiming Job Seekers Allowance	0.8%	0.7%	0.6%	0.7%
Number of Anti-Social Behaviour Incidents recorded by West Mercia Police calls	1830	1332	1334	1594
Under 18s conceptions rate per 1,000 population aged 15-17 (annual figure)		43.1 (2012)	34.1 (2013)	27.4 (2014)

Wychavon	2016/17 Q2 Jul Aug Sep	2016/17 Q3 Oct Nov Dec	2016/17 Q4 Jan Feb Mar	2017/18 Q1 Apr May Jun
Number of individuals with a completed early help assessment	150	98	92	69
Percentage of two year old children benefitting from funded early education	68%	80%	66%	70%
Percentage of 18-16 yr olds not in education, employment or training	Not reported on this quarter	1.7%	2.6%	2.4%
Percentage of previous year 11 RONIs who are in education, employment and training (annual figure)		96.4% (2014)	93.5% (2015)	97.6% (2016)
Percentage of 16-24 population claiming Job Seekers Allowance	0.4%	0.4%	0.4%	0.3%
Number of Anti-Social Behaviour Incidents recorded by West Mercia Police calls	1048	824	715	1012
Under 18s conceptions rate per 1,000 population aged 15-17 (annual figure)		21.6 (2012)	22 (2013)	18.8 (2014)

Wyre Forest	2016/17 Q2 Jul Aug Sep	2016/17 Q3 Oct Nov Dec	2016/17 Q4 Jan Feb Mar	2017/18 Q1 Apr May Jun
Number of individuals with a completed early help assessment	206	73	85	85
Percentage of two year old children benefitting from funded early education	72%	76%	70%	80%
Percentage of 18-16 yr olds not in education, employment or training	Not reported on this quarter	1.9%	2.4%	2.7%
Percentage of previous year 11 RONIs who are in education, employment and training (annual figure)		97.1% (2014)	98.1% (2015)	97.4% (2016)
Percentage of 16-24 population claiming Job Seekers Allowance	0.6%	0.5%	0.7%	0.6%
Number of Anti-Social Behaviour Incidents recorded by West Mercia Police calls	1258	1050	943	1182
Under 18s conceptions rate per 1,000 population aged 15-17 (annual figure)		25.3 (2012)	29.1 (2013)	16.2 (2014)

Worcestershire Children and Young People's Plan

Report on the findings of qualitative research to understand
priorities and challenges for children and young people in
Worcestershire

July 2017

Worcestershire County Council Research Team



Thank You

To everyone who contributed to the survey – your responses have been used in the formation of the new Worcestershire Children and Young People's Plan. The plan can be found on the website:

<http://www.worcestershire.gov.uk/cypp>

If you have any comments you would like to add please email:

CYPP@worcestershire.gov.uk

Contents

1. Executive Summary	3
2. Introduction and methodology	3
3. Results by key question	5
3.1 What are the most important things to children and young people?	6
Summary of the most important things to children and young people.....	8
3.2 What do children and young people like to do?.....	9
Summary of what children and young people like to do.....	10
Summary of the main challenges/issues for children and young people.....	13
3.4 How could the lives of children and young people be improved?	14
Summary of how the lives of children and young people could be improved	16
3.5 How could parents/carers be better supported?.....	17
Summary of how parents/carers could be better supported	19
3.6 If you were king/queen of Worcestershire what would you change?	20
Summary of what would you change if you were king or queen for a day	21
Annex 1 Demographic profile of respondents	22
Annex 2 Online Survey.....	26
Annex 3 Easy read survey.....	39
Annex 4 Question Tree	48

1. Executive Summary

In February 2017, partner agencies across Worcestershire began developing a new Children and Young People's Plan (CYPP). A CYPP is designed to provide a single, strategic, overarching plan for all local services for children and young people in an area.

To inform the development of this new plan a range of consultation methods were set in motion to ensure maximum engagement with all interested parties and importantly with children and young people themselves. This report provides the results on a key piece of qualitative research that explored five key questions from five different perspectives - those of a child, young person, parent/carer, practitioner or other interested citizen. The key questions covered;

- the most important things to children and young people;
- the main issues and challenges for children and young people;
- how the lives of children and young people be improved; and
- If you were king or queen of Worcestershire for the day what would you change?

Over 2,590 responses were received providing a rich source of information about the challenges facing children and young people and how their lives could be improved.

Three common themes emerged across all questions. First, respondents emphasised their desire to support wider investment in **public services**, second to provide more **places for children and young people to go and things for them to do**, and finally to **improve the education system** distinct from other public services.

The other noticeable trend that emerged is a difference between the perspectives of children and adults. Two of the most commonly selected challenges chosen by adults were not raised as issues at all by children or young people. Adults highlighted the need for improvement of **education**; including an increase in funding. They also selected **social media** as a particular challenge that led to some extreme suggestions for it to be tightly regulated or even banned.

The differences between children's and adults' views highlighted through this question, point towards very different perspectives on the challenges faced by children when seen through the eyes of a child or through the eyes of an adult.

2. Introduction and methodology

A Children and Young People's Plan (CYPP) is an important element of the changes proposed in the Children Act 2004 and provides a single, strategic, overarching plan for all local services for children and young people in an area.

In February 2017, Worcestershire County Council's (WCC) Health and Wellbeing Board (HWBB) approved the development of a new CYPP for all children and young people in Worcestershire. As part of this work, WCC and partners has sought evidence of the

priorities, needs and wants of children and young people in our area. A key part of this evidence gathering has been direct engagement with children, young people and other interested stakeholders to seek their views. This report presents the findings of that engagement so that it may be used in the development of the new CYPP.

A variety of consultation methods were used to maximise the level of engagement with the new CYPP. This report focuses on two specific elements of that engagement.

The first was an online survey (see Annex 2) that we shared widely via a variety of networks. The survey posed the same five questions to five different groups to allow us to compare responses. The five groups were;

- Children (aged 12 and under);
- Young People (aged 13 to 24);
- Parents/Carers of children and young people;
- Practitioners who work with children, young people and families; and
- Other interested adults.

Respondents who fitted in more than one group were able to give their answer from more than one perspective. For example, a 23 year old parent was able to answer from the perspectives of a young person and a parent. An easy read version of the survey was also made available via the website (see Annex 3).

The second form of engagement used a 'face-to-face' methodology. The questions we used in the online survey were physically placed in public spaces where interested parties were likely to visit (mostly libraries).

Respondents were invited to answer one of our five questions every week for five weeks. Respondents wrote their answers on 'post-it' notes and attached them to an 'question tree' poster (see Annex 4) allowing for an exchange of ideas between respondents. The notes were colour coded to reflect the type of respondent. All responses were collected each week and the results captured in a consistent way to the online survey allowing the results to be combined.

The results presented in this report are not to be relied upon as a statistically accurate reflection of the views of residents of Worcestershire. Data was entered as if the respondents' post-it notes lived in that district of that particular library. The engagement reported upon here has been qualitative in nature and to a large degree respondents have been self-selecting.

The face-to-face element of the engagement did not collect demographic data and we have not attempted to weight the online survey responses to reflect the demographic profile of Worcestershire. (See Annex 1 for a breakdown of the demographic profile of respondents where it was collected.)

However, the engagement has captured the views of a wide range of residents and the results do supply a rich evidence source that can be used to develop Worcestershire's next CYPP.

3. Results by key question

Participants in our research were all asked to give their views on five key questions from their own perspective as a child, young person, parent/carer, practitioner or other interested citizen. These key questions covered;

- the most important things to children and young people;
- the main issues and challenges for children and young people;
- how the lives of children and young people be improved; and
- if you were king or queen of Worcestershire for the day what would you change?

If a respondent identified themselves in two or three categories, such as a young person and a parent and a practitioner then they were given the opportunity to answer questions from all valid perspectives.

In addition to the four key questions, some participants were asked questions relating only to their particular respondent type such as from their view as a child or a practitioner.

This remainder of this section sets out the findings for each key question as well as the specific questions for a particular respondent type. For the key questions, findings are presented for each respondent type with similarities and differences highlighted. Some brief district analysis of the questions is provided here. A further detailed district breakdown of results will be included in an annex to the main report.

3.1 What are the most important things to children and young people?

All respondents were asked this question although it was phrased slightly differently to the different respondent types. The different phrasing is set out in Table 1.

Table 1 - Different phrasing of question on what is important to children and young people

Respondent type	Question phrasing
Child	What are the most important things to you?
Young person	As a young person, what is most important to you?
Parent/carer	As a parent / carer, what do you think is most important for children and young people in Worcestershire?
Practitioner	As a practitioner, what do you think is most important for children and young people in Worcestershire?
Interested citizen	What do you think is most important for children and young people in Worcestershire?

Table 2 shows the most frequently selected items that each respondent type gave to the question on what are the most important things to children and young people.

Respondents were allowed to choose multiple items so percentages will not total 100% of the number of responses given. A base number of those opting to answer each question is shown for information.

Table 2 - What is important to children and young people in Worcestershire?

Answer	Children*	Young people**	Parents & carers***	Practitioners****	Citizens*****	Total*****
Family and friends	278	91	70	39	38	516
Education, learning and reading	68	26	238	91	79	502
Access to activities, clubs, things to do, chances to play	57	0	191	78	65	391
Staying safe	0	7	213	127	29	376
Access to support services when needed	0	3	137	168	14	322
Sports / physical activities / physical health	68	11	77	31	20	207
Other	18	23	32	30	33	136
Employment - opportunities and choices	1	9	52	53	10	125
Equality and respect (giving and receiving)	0	6	37	48	22	113
Having fun and being happy	5	11	34	28	21	99
Being outdoors / at the park / access to green spaces	9	0	64	10	7	90
Animals and nature	72	8	0	0	0	80
Mental health and well-being	0	0	31	29	16	76
Using devices / watching content (TV, phones, consoles)	23	15	0	0	0	38
Childcare (available and affordable)	0	0	20	3	2	25
Eating and drinking	1	14	0	0	0	15

* 261 Children chose to answer this question

** 92 Young people chose to answer this question

*** 731 Parents / carers people chose to answer this question

**** 424 Practitioners chose to answer this question

***** 224 Citizens chose to answer this question

***** 1,687 Respondents answered this question

Please note that the tables have been ranked on the highest overall responses.

The categories highlighted in bold, italics and a larger font size are the top three highest scores for each respondent type.

Any responses that received less than 10 answers were placed in the 'Other' category alongside the original 'Other' responses. A very wide range of other important things were suggested by respondents and ranged from **material wealth** and **possessions** to a **sense of community** and **addressing poverty**.

District variations

Education was one of the highest ranked answers for every single district, evidencing the importance of education to all types of respondents across Worcestershire. Other high scores included leisure activities, access to support & counselling and safer communities. Family was only in the top three for Bromsgrove and Wyre Forest – bearing in mind Worcestershire ranked it as most important.

Summary of the most important things to children and young people

In understanding the results shown in the table above, it is important to note a methodological difference in the way children were asked this question compared to all other groups. Children were presented with an initial list of options to choose from as well as given the chance to enter any other items they wished to tell us about. They were also asked why they were important to them. All other groups were presented with a free text box into which they could answer.

Even with this difference in mind, children and young people tended to respond to this question in a more simplistic fashion than adults. For instance, both children and young people most frequently choose **family** and **friends** as the things that are most important to them. Other items frequently selected can be categorised simply as the things they like to do or how they like to feel such as **sport** and being with **animals and nature**.

These can all be described as outcomes, i.e. the children and young people see importance in the doing or the feeling of each of these. When children explained why these things were important they most commonly said in straightforward terms that they loved doing them or that they made them feel happy.

"Because I love them." **Girl, 12 or under who chose their family as important to them**

"I play tennis and it makes me happy and [I] love competing." **Girl, 12 or under who chose sport as important to them**

Adults, whilst still selecting these outcomes in some numbers, have given much more detailed answers that focus on **how** these outcomes might be achieved. For example, parents most commonly call for well-funded and caring **education** systems. And practitioners call for easily accessible **support services** such as a family support service to help families that are in crisis.

"Education, education, education." **Gender not provided, parent who chose education as important**

"Access to high quality, inclusive education and safe places to play." **Male, parent who chose education as important**

"Preventative services and easy to access support for when things are tough. Children's centres with lots going on, and easy access to health visitors."
Female, practitioner who chose support services as important

Well-funded education and easily accessible family support are not outcomes in themselves but can be seen as mechanisms to achieve outcomes for children such as happiness and having a loving and supporting family.

Two other categories were commonly selected as a whole but not universally by all groups. The first focussed on keeping children **safe** and was selected in large numbers by adults but not by the children and young people.

"For them to be and feel safe." **Female, parent who chose safety as important**

The second was having access to **activities and things to do** (other than sport specifically) that was chosen in large number by all groups with the exception of young people.

"Interesting and well managed recreational facilities to encourage interest and exercise..." **Female, citizen who chose access to activities as important**

3.2 What do children and young people like to do?

Only children and young people were asked this question although it was phrased slightly differently for the two groups. The different phrasing is set out in Table 3.

Table 3 - Different phrasing of question on what do children and young people like to do

Respondent type	Question phrasing
Child	What do you like to do?
Young person	As a young person, what do you like to do?

Table 4 shows the most frequently selected items that each respondent type gave to the question on what do children and young people like to do.

Respondents were allowed to choose multiple items so percentages will not total 100% of the number of responses given. A base number of those opting to answer each question is shown for information.

Table 4 - What do children and young people like to do?

Answer	Children*	Young people**	Parents & carers	Practitioners	Citizens	Total ***
Sports / physical activities	265	41	Question not asked	Question not asked	Question not asked	306
Using devices / watching content (TV, phones, consoles)	187	25				212
Family and friends	182	27				209
Learning, reading and visiting the library	152	21				173
Being outdoors / at the park	161	5				166
Being creative	63	16				79
Playing with my toys	74	0				74
Other	17	25				42
Clubs (e.g. cubs)	39	0				39
Eating and drinking	15	6				21
Animals and nature	20	0				20

- * 394 children chose to answer this question
- ** 93 Young people chose to answer this question
- *** 587 Respondents answered this question

Please note that the tables have been ranked on the highest overall responses. The categories highlighted in bold, italics and a larger font size are the top three highest scores for each respondent type.

Any responses that received less than 10 answers were placed in the 'Other' category alongside the original 'Other' responses. They included answers as diverse as **volunteering, sleeping, shopping** and **travelling**.

District variations

Sport was ranked as one of the top three in every single district highlighting that as a whole, children and young people are active. Sport is in fact the highest rated aspect in every district with the exception of Wyre Forest – which was family and friends. 'Family and friends' was rated in the top three in all districts with the exception of Malvern Hills, whilst reading was rated in the top three in all districts except Bromsgrove. 'Going to the park and being outdoors' was rated in the top three in Bromsgrove, Worcester and Wyre Forest. Malvern Hills and Redditch had a low number of responses for this question. Differences between rankings across the districts were not always significant (in some cases just one or two responses between different activities).

Summary of what children and young people like to do

Participating in **sports and physical activities** was the most common answer for both children and young people were asked what they like to do. Respondents frequently referred to taking part in a wide variety of sports often through an organised club and also to keep them healthy.

"[I] play sport - Mainly play football, some cricket, it's enjoyable and a good way to get me off my Xbox and my phone." **Boy, 12 or under**

"I like going to my club because it keeps you fit and healthy but it is also nice to be part of a club." **Gender not provided, 12 or under**

Respondents also frequently selected **using devices / watching content**, spending time with their **family and friends, being outdoors / at the park** and **learning, reading and visiting the library** in large numbers. These four categories were selected at least twice as frequently compared to all other answers given.

"Go to the cinema, play computer games, meet up with friends in coffee shops." **Gender not provided, 13 to 24**

"I love to read!" **Gender not provided, 13 to 24**

There is strong agreement about the categories selected most frequently when comparing the responses given by children and young people. The only exception was that a low number of young people selected being outdoors/at the park, whereas it was very popular with children.

3.3 What are the main issues/challenges to children and young people?

All respondents were asked this question although it was phrased slightly differently to the different respondent types. The different phrasing is set out in Table 5.

Table 5 - Different phrasing of question on the main issues/challenges

Respondent type	Question phrasing
Child	What are your main issues or challenges?
Young person	As a young person, what are your main issues and challenges?
Parent/carer	As a parent / carer, what do you think are the main challenges or issues for children and young people in Worcestershire?
Practitioner	As a practitioner, what do you think are the main challenges or issues for children and young people in Worcestershire?
Interested citizen	What do you think are the main challenges or issues for children and young people in Worcestershire?

Table 6 shows the most frequently selected items that each respondent type gave to the question on what the main challenges are to children and young people.

Respondents were allowed to give multiple answers so percentages will not total 100% of the number of responses given. A base number of those opting to answer each question is shown for information.

Table 6 - What are the main challenges/issues for children and young people?

Answer	Children*	Young people**	Parents & carers***	Practitioners****	Citizens*****	Total*****
Mental and physical health - lack of support	17	18	317	263	70	685
Lack of safe and affordable places to go	18	5	196	75	44	338
Education – under-funded, improvements needed	0	0	137	70	33	240
Behaviour of others / bullying / learning to get along	49	12	83	59	27	230
Social media and technology	0	0	110	63	36	209
School work	73	9	49	37	2	170
Other	28	14	35	30	21	128
Financial challenges and poverty	0	11	23	45	15	94
Employment	0	9	42	17	16	84
Transport - available and affordable	0	2	49	17	14	82
Drugs / alcohol	0	0	21	11	13	45
Childcare - affordable and available	0	3	15	3	1	22
Sexual and domestic abuse	0	0	0	11	4	15
Taking on physical activities	12	0	0	0	0	12

- * 115 children chose to answer this question
- ** 59 Young people chose to answer this question
- *** 613 Parents / carers people chose to answer this question
- **** 407 Practitioners chose to answer this question
- ***** 200 Citizens chose to answer this question
- ***** 1,394 Respondents answered this question

Please note that the tables have been ranked on the highest overall responses. The categories highlighted in bold, italics and a larger font size are the top three highest scores for each respondent type.

Any responses that received less than 10 answers were placed in the 'Other' category alongside the original 'Other' responses. As with the other questions in the survey a range of other challenges were suggested by respondents and ranged from **rural isolation** and **decreasing your carbon footprint** to **ageism** and **working parents**.

District variations

Bromsgrove and Malvern Hills have the same first two ranks which are 'mental and physical health - lack of support' and 'lack of safe and affordable places to go'. Bromsgrove's third issue was joint with 'behaviour of others / bullying / learning to get along' and 'school work'. Malvern Hills third rank was education similar to Bromsgrove's concerns. Worcester received a high number of responses and had the same rankings as Malvern Hills. Redditch highest issues were 'lack of support', 'lack of safe and affordable places to go' and last were joint with 'behaviour of others / bullying / learning to get along' and 'social media and technology'.

Both Wychavon and Wyre Forest first two ranks were 'lack of safe and affordable places to go' and 'mental and physical health - lack of support' but their third ranks differed. Wychavon last rank was 'social media and technology' and Wyre Forest's was 'school work'. It is important to note that responses for Wyre Forest were very close with some having a difference of one response between ranks.

Summary of the main challenges/issues for children and young people

This question about challenges facing children and young people in Worcestershire led to strikingly different responses between the different groups of respondents. Children, in particular, put forward a very limited range of challenges when compared to the adult groups. Children and adults also chose very different challenges from each other.

For example, children most commonly chose their **school work** as their biggest challenge followed by issues around **learning to get along and bullying**.

"My main challenge is to do well on my SATS." **Girl, 12 or under**

The adults, on the other hand, chose the issue of **mental and physical health** as their most commonly selected challenge which included a lack of access to and funding of related services. Their second most commonly selected issue was the **lack of safe and affordable places to go**.

"The main challenge is there is no money to spend. The most major issue is a lack of mental health services." **Female, parent / carer**

"Lack of affordable facilities, costs to their families or themselves, ability to travel to facilities." **Female, practitioner**

Interestingly, the next two most commonly selected challenges chosen by adults were not raised as issues at all by children or young people. Adults highlighted the need for improvement of **education** as well as its under-funding. They also selected **social media** as a particular challenge that led to some extreme suggestions for it to be tightly regulated or even banned.

"Funding for Schools is one of the lowest in the UK so standards of education will suffer." **Male, citizen**

"Social media is taking over their lives! But this is global - not just within Worcestershire!" **Female, parent / carer**

The differences between children's and adults' views highlighted through this question, point towards very different perspectives on the challenges faced by children when seen through the eyes of a child or through the eyes of an adult.

3.4 How could the lives of children and young people be improved?

All respondents were asked this question although it was phrased slightly differently to the different respondent types. The different phrasing is set out in Table 7.

Table 7 - Different phrasing of question on how lives could be improved

Respondent type	Question phrasing
Child	How could your life be improved?
Young person	As a young person, how could your life be improved?
Parent/carer	As a parent / carer, what do you think would improve the lives of children and young people?
Practitioner	As a practitioner, what do you think would improve the lives of children and young people?
Interested citizen	What do you think would improve the lives of children and young people?

Table 8 shows the most frequently selected items that each respondent type gave to the question on how the lives of children and young people could be improved.

Respondents were allowed to give multiple answers so percentages will not total 100% of the number of responses given. A base number of those opting to answer each question is shown for information.

Table 8 - How could the lives of children and young people be improved?

Answer	Children*	Young people**	Parents & carers***	Practitioners****	Citizens*****	Total*****
Support services - affordability and availability	0	9	285	259	48	601
More things to do and places to go	42	24	263	104	68	501
Education - better funded, more rounded	8	4	174	91	44	321
Other	78	23	19	30	18	168
More time with friends and family	18	0	40	44	22	124
Learning to get along / less bullying	18	7	38	31	19	113
Better employment prospects	4	13	31	24	11	83
Education - less stress	8	8	22	22	3	63
Better transport	3	6	24	4	9	46
Financial challenges and poverty	0	20	11	7	6	44
Doing more sport / exercise / eating well	15	0	12	6	6	39
Becoming more eco-friendly	7	2	19	1	7	36
Better library services	12	7	0	0	0	19
Tackling world issues - terrorism, poverty, war	16	0	0	0	0	16
Learning and working hard	15	0	0	0	0	15

* 218 Children chose to answer this question

** 100 Young people chose to answer this question

*** 619 Parents / carers people chose to answer this question

**** 398 Practitioners chose to answer this question

***** 215 Citizens chose to answer this question

***** 1,550 Respondents answered this question

Please note that the tables have been ranked on the highest overall responses.

The categories highlighted in bold, italics and a larger font size are the top three highest scores for each respondent type.

Any responses that received less than 10 answers were placed in the 'Other' category alongside the original 'Other' responses. Even more so than with other questions in the survey, a very wide variety of other improvements were suggested by respondents and ranged from **having a pet** and **watching more television** to **more affordable childcare** and **better shops**.

District variations

Across all districts 'more things to do and places to go' was ranked as the highest improvement. Education was ranked as the second highest suggested improvement for all districts. Some other highly ranked improvements were 'system change' and 'support services'; which is a key issue to tackle with tight budgets.

Summary of how the lives of children and young people could be improved

This question sparked a particularly wide range of responses from the different groups. While the majority of the responses can be seen as direct solutions to the challenges identified in the previous question, others spoke of self-improvement independent of the challenges.

Having **more things to do and places to go** was the most common category overall for comments about how children's and young people's lives could be improved; it was the most frequently mentioned category for children, young people and interested citizens, and the second most frequent for parents/carers and practitioners. This can be seen as a direct answer to the lack of such facilities raised in the 'main challenges' question in section 3.3.

"More out of school social and educational opportunities. All parks being developed and equipped like Ghulevelt Park. Community events, challenges and initiatives aimed at kids e.g. Wearable arts competitions, junior triathlons, mud runs, treasure hunts, try a sport day" **Female, parent / carer**

Children, however, did put forward ideas that had not been raised as challenges. Addressing global issues such as **war and poverty** and making things better through their own efforts such as through **working harder** or **eating healthier** were among the most common answers given.

"Stop all wars and give money to the poor." **Gender not provided, 12 or under**

As well as the provision of more things to do and places to go, adults tended to stick to providing solutions to the challenges they raised previously. It is therefore not surprising to see more control of **the affordability and availability of support services** and **better education** as clearly the next two most common suggestions.

"No 'one size fits all' rules. Look at how children's needs change over the years of the childhood and cater for all age groups." **Female, parent/carer**

"Improve services to support all families, not just those that live in certain areas." **Gender not provided, parent/carer**

"Getting help for children who desperately need it but "don't meet the threshold" - they are falling through the cracks." **Gender not provided, practitioner**

"An emphasis on access to support and better knowledge of the services available with seamless referrals to partner organisations. Early intervention and referral to avoid crisis" **Female, practitioner**

"More support being offered by more agencies." **Male, parent/carer**

"Increase school budgets." **Female, citizen**

The differences in answers given between children and adults again point to quite different perspectives of the world around them.

3.5 How could parents/carers be better supported?

Only parents/carers and practitioners were asked this question although it was phrased slightly differently for the two groups. The different phrasing is set out in Table 9.

Table 9 - Different phrasing of question on how parents/carers could be better supported

Respondent type	Question phrasing
Parent/carer	As a parent / carer, how do you think parents / carers could be supported better?
Practitioner	As a practitioner, how do you think parents / carers could be supported better?

Table 10 shows the most frequently selected items that each respondent type gave to the question on how parents/carers and practitioners could be better supported.

Respondents were allowed to choose multiple items so percentages will not total 100% of the number of responses given. A base number of those opting to answer each question is shown for information.

Table 10 - How could parents/carers be better supported?

Answer	Children	Young people	Parents & carers *	Practitioners **	Citizens	Total ***
Better support networks & information / advice	Question not asked	Question not asked	199	123	Question not asked	322
More groups for parents and children (children's centres / educating / workshops / community / drop-ins)			135	94		229
More specialist services with shorter waiting times and better quality (such as early help and social workers)			95	79		174
Other			55	64		119
Increase activities for youth / better advertisement / affordable			64	28		92
Improving education			41	15		56
More funding / financial support			29	23		52
Childcare - more available and affordable			36	10		46
Consistency and better communication across services (schools, parents, social workers)			31	12		43
More support for working parents / services to have available hours for working parents			29	9		38
Mental health support for children and families			21	15		36
Concerns being listened to / involved in decisions			19	14		33
Parents to take responsibility			13	18		31
Improve public transport / cycle lanes and footpaths / safety			17	5		22
Awareness of social media			12	8		20

* 525 Parents/carers chose to answer this question

** 357 Practitioners chose to answer this question

*** 882 Respondents answered this question

Please note that the tables have been ranked on the highest overall responses. The categories highlighted in bold, italics and a larger font size are the top three highest scores for each respondent type.

Any responses that received less than 10 answers were placed in the 'Other' category alongside the original 'Other' responses. They included answers ranging from more provision of **respite care to listening more** to young people.

District breakdown

Overall this question received a high number of responses across the districts – especially Worcester. This may be because this question was only asked to 'parents/carers', 'practitioners' or 'other', thus meaning that they are more inclined to be involved in the survey compared to children and young people. For all districts, 'better support networks & information / advice' was ranked as the highest; this highlights a key area of improvement for all districts. Other top highly ranked solutions were 'more groups for parents and children', 'more specialist services with shorter waiting times and better quality' and 'increase activities for youth / better advertisement / affordable' – which is closely linked to the previous question's responses.

Summary of how parents/carers could be better supported

Both parents/carers and practitioners most commonly selected the provision of more support groups/services and more information on how to access them as the best way to better support parents/carers.

"Greater and more robust publicity on how to access support services in Worcestershire." **Male, parent**

"Support sign posted and making sure health visitors and children's centres are resourced and have enough time and staff to properly support those in need." **Female, parent**

"Informing families that we are there to support them before problems escalate and providing the early intervention required to address needs before they become too severe." **Female, practitioner**

"Provide better support to parents/carers to understand and navigate the system, e.g. to better understand how schools can support children (and parent) what schools are doing, and how they are doing them. Sometimes they need to be more clear what they do or don't do, as services can change rapidly, due to changing priorities or budgets." **Gender not provided, practitioner**

Other suggestions put forward tie in strongly with the ideas that were identified by respondents as important or as challenges in other sections of the survey. Themes such more **activities** for young people and better **education** were again frequently selected for example.

3.6 If you were king/queen of Worcestershire what would you change?

All participants were asked this question in an identical way. The exact phrasing is set out in Table 11.

Table 11 - Phrasing of question on what you would do if you were king or queen for the day

Respondent type	Question phrasing
All	If you were king or queen of Worcestershire for a day, what would you change and why?

Table 12 shows the most frequently selected items that each respondent type gave to the question on what you would do if you were king or queen for the day.

Respondents were allowed to give multiple answers so percentages will not total 100% of the number of responses given. A base number of those opting to answer each question is shown for information.

Table 12 - If you were king or queen of Worcestershire for a day, what would you change?

Answer	All respondents*
Improved public services	287
Improved activities and places to go	263
Improved education	168
Government or system change	147
Becoming more eco-friendly	95
Learning to get along / less bullying more respect	89
Other	89
Improved travel	85
More support for parents and children	81
Less stressful school environment	75
Reducing financial challenges and poverty	73
Economic changes to benefit Worcestershire - job security - promotion of services available - more shops	41
Housing issues - too many or not enough	33
Social media - less use and more controls	28
Improving children's childhood	27
More security	9

* 1162 respondents chose to answer this question

Summary of what would you change if you were king or queen for a day

The top three selected suggestions for what respondents would do if they were king or queen of Worcestershire for the day are consistent with the themes that emerged in the rest of the survey. Respondents emphasised their desire to improve and invest in a wide range of **public services**, to provide more **places for children and young people to go and things for them to do**, and to **improve the education system** distinct from other public services.

"Additional help to essential services to keep the county safe (police, NHS etc). I feel that the targets set for hospitals are impossible to achieve and they are set up to fail. I would put more postnatal support for families to help families that are struggling financially and physically. I would also help fund local youth centres and children's centres so children know they have a safe place to go." **Gender not provided, age not provided**

"Make leisure facilities and activities free for children and carers." **Male, parent**

"Budget for schools, to make sure that schools were getting the money they need to ensure the best education and environment for their pupils." **Female, parent and practitioner**

The one theme that did not come through strongly in the rest of the survey but was clearly the fourth most common suggestion for this question is the idea of radical change to the government or 'the system'.

"I would stop all the tax breaks for the super-rich and big businesses for good and divert the money into healthcare and education instead. I would throw a massive, free street party, with free transport so everyone could enjoy a good day out." **Gender other than male or female, parent**

"I would do a county job swap - I would take our School Leaders and get them to take over the county council for a day I would then get senior management at the county council to be teaching assistants for the day I would also give every school £1,000 to spend on a work based activity" **Female, parent and practitioner**

All the other themes such as learning to get along / less bullying and reducing financial challenges and poverty are consistent with the messages given by respondents throughout the survey.

Annex 1 Demographic profile of respondents

Table 13 - How old are you (All respondent types*)

Item description	Frequency
12 or under	749
13 to 24	209
25 or over	1618

***2576 respondents chose to answer this question**

Table 14 - Are you a parent/carer of a child or young person? (All respondent types*)

Item description	Frequency
Yes	971
No	475

***1446 respondents chose to answer this question**

Table 15 - Are you a practitioner who works with children and young people or their families? (All respondent types*)

Item description	Frequency
Yes	581
No	667

***1248 respondents chose to answer this question**

Table 16 - What is your role? (practitioners only*)

Item description	Frequency
Question not answered	129
Health practitioner (not mental health)	125
Education (e.g. teacher, governor, teaching assistant)	115
Family and parental support	53
Other	37
Activity, club or group for children (e.g. cubs)	28
Mental health, counselling and pastoral care	22
Charity and volunteering	18
Social work and safe guarding	15
Fostering and childcare	14
Religious	9
Housing	8
Police	4

***577 respondents chose to answer this question**

Table 17 - How would you describe yourself and your interest in how Worcestershire works for its children and young people? ('Other' respondents only, i.e. not parent/carers or practitioners*)

Item description	Frequency
Grandparent	60
Interested resident / Citizen (not identified as senior)	42
Former role with children and young people	27
Interested resident / Senior citizen	23
Current parent of adults	14
Other	7
Future parent	5

*178 respondents chose to answer this question

Table 18 – Which district do you live in? (Split by respondent type)

Respondent Type	Bromsgrove	Malvern Hills	Redditch	Worcester City	Wychavon	Wyre Forest
Children	249	74	15	141	137	127
Young people	62	36	19	42	26	18
Parent/carers	177	111	65	278	180	127
Practitioner	109	57	60	96	67	87
Other	38	62	28	48	66	22
Total	607	311	162	560	448	345

* Please note that the numbers in the respondent type will not add up to the totals as respondents could be a multiple respondent type. For example, a parent/carers could also be a practitioner.

* 2464 respondents chose to answer this question, including 31 respondents from outside of Worcestershire.

Table 19 - Are you a boy or a girl? (CHILD*)

Item description	Frequency
Girl	94
Boy	78

*172 respondents chose to answer this question

Table 20 - What is your gender? (Young people, parents/carers, practitioners and other respondents*) Query other figures in spreadsheet

Item description	Frequency
Female	916

Male	294
------	-----

***1210 respondents chose to answer this question**

Table 21 - Are you...? (sexual orientation) (online respondents only*)

Item description	Frequency
Heterosexual / straight	888
Bisexual	12
Gay / Lesbian	9
Other	2
Prefer not to say	74

***985 respondents chose to answer this question**

Table 22 - Do you have a disability? (All online respondents. Information provided for small number of face-to-face respondents*)

Item description	Frequency
No	961
Yes	129

***1090 respondents chose to answer this question**

**Table 23 - What background or ethnic group do you identify yourself as being?
(online respondents only*)**

Item description	Frequency
White: English/Welsh/Scottish/Northern Irish/British	1269
White: Irish	11
White: Gypsy or Irish Traveller	1
White: Other White	40
Mixed/multiple ethnic group: White and Black Caribbean	10
Mixed/multiple ethnic group: White and Black African	1
Mixed/multiple ethnic group: White and Asian	3
Mixed/multiple ethnic group: Other Mixed	4
Asian/Asian British: Indian	18
Asian/Asian British: Pakistani	0
Asian/Asian British: Bangladeshi	4
Asian/Asian British: Chinese	1
Asian/Asian British: Other Asian	6
Black/African/Caribbean/Black British: African	0
Black/African/Caribbean/Black British: Caribbean	0
Black/African/Caribbean/Black British: Other Black	0
Other ethnic group: Arab	0
Other ethnic group: Any other ethnic group	0
Prefer not to say	48

***1416 respondents chose to answer this question**

Annex 2 Online Survey

Worcestershire Children & Young People's Plan



At the heart of everything we do

We want Worcestershire to be a wonderful place to grow up in, putting children and young people at the heart of everything we do.

To enable us to develop our Children and Young People's Plan effectively, we want to hear from **YOU**.

If you are a child, young person, parent, carer, or practitioner living or working in Worcestershire, we want to know what is important to you, or if you have an interest in how Worcestershire works for its Children and Young People.

All you have to do is fill out our short survey. The results will help influence the vision for children and young people in Worcestershire and give everyone living in the county an opportunity to have a voice.

Confidentiality -

The information you provide will be kept confidential and we do not ask for your name or contact details. The results will be used by Worcestershire County Council and relevant partners only for the purposes of developing Worcestershire's new Children and Young People's Plan. The results will be analysed for general themes and will never contain anything that could identify you. Your personal details will not be linked to your opinions in any way.

ALL QUESTIONS ARE OPTIONAL. You can miss out any questions you do not want to answer. The closing date for this survey is **10pm on Monday 12th June 2017**

In order to take you through all the questions which apply to you, please answer the following questions

Firstly, how old are you? We will ask slightly different questions depending on your age group

- 12 or under
- 13 to 24
- 25 or over



The questions that follow are for you to answer on your own. It is very important that you give honest answers. You can miss out any questions you don't want to answer.

What are the most important things to you? Please tick up to three

- My family
- My friends
- School
- Sport
- My pet
- My toys
- The park
- My club - please tell us about this in the box below
- My books
- My phone
- My hobby - please tell us about this in the box below
- Other - please tell us what in the box below

Please tell us why these are important to you?

What do you like to do? Please tick all the things you enjoy doing

- Play on my computer/games console
- Watch TV
- Play with my toys
- Go to the park
- Play sport - please tell us about this in the box below
- Go to my club - please tell us about this in the box below
- Visit my grandparents
- Play with my friends
- Go to the library
- Read a book
- Play outside
- Other - please tell us what in the box below

What are your main issues or challenges?

How could your life be improved?



If you were king or queen of Worcestershire for a day, what would you change and why?

What is the best way for you to tell us what you think in the future?

Which district do you live in?

- Bromsgrove (including Hagley)
- Malvern Hills (including Tenbury & Upton)
- Redditch
- Worcester City
- Wychavon (including Evesham, Droitwich & Pershore)
- Wyre Forest (including Kidderminster, Bewdley & Stourport upon Severn)
- Outside Worcestershire



So that we can check that services are open to and welcome everyone we are asking a few questions about you. Please note that all answers are **strictly confidential** and will **only** be used to improve the services we provide. Your personal details cannot be linked to you in any way. **All questions are optional** - you can skip any questions you do not want to answer.

Are you...

- A boy
- A girl

Do you have a disability?

- Yes
- No
- Prefer not to say

Which background or ethnic group do you identify yourself as being?

- | | |
|--|--|
| <input type="radio"/> White: English/Welsh/Scottish/Northern Irish/British | <input type="radio"/> Asian/Asian British: Bangladeshi |
| <input type="radio"/> White: Irish | <input type="radio"/> Asian/Asian British: Chinese |
| <input type="radio"/> White: Gypsy or Irish Traveller | <input type="radio"/> Asian/Asian British: Other Asian |
| <input type="radio"/> White: Other White | <input type="radio"/> Black/African/Caribbean/Black British: African |
| <input type="radio"/> Mixed/multiple ethnic group: White and Black Caribbean | <input type="radio"/> Black/African/Caribbean/Black British: Caribbean |
| <input type="radio"/> Mixed/multiple ethnic group: White and Black African | <input type="radio"/> Black/African/Caribbean/Black British: Other Black |
| <input type="radio"/> Mixed/multiple ethnic group: White and Asian | <input type="radio"/> Other ethnic group: Arab |
| <input type="radio"/> Mixed/multiple ethnic group: Other Mixed | <input type="radio"/> Other ethnic group: Any other ethnic group |
| <input type="radio"/> Asian/Asian British: Indian | <input type="radio"/> Prefer not to say |
| <input type="radio"/> Asian/Asian British: Pakistani | |

Thank you for your time. Your answers really matter to us. Please hit the submit button to send us your responses



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Firstly, how old are you? We will ask slightly different questions depending on your age group

- 12 or under
 13 to 24
 25 or over

Are you a parent or carer of a child or young person?

- Yes No

Are you a practitioner who works with children and young people or their families?

- Yes No



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As a young person, what is most important to you and why?

As a young person, what do you like to do and why?

As a young person, what are your main issues and challenges?



[← Back](#) [Reset](#) [Next →](#)

As a young person, how could your life be improved?



[← Back](#) [Reset](#) [Next →](#)

If you were king or queen of Worcestershire for a day, what would you change and why?

What is the best way for you to tell us what you think in the future?

Which district do you live in?

- Bromsgrove (including Hagley)
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What is your gender?

- Male
- Female
- Other
- Prefer not to say

Are you...

- Heterosexual / Straight
- Gay / Lesbian
- Bisexual
- Other
- Prefer not to say

Do you have a disability?

- Yes
- No
- Prefer not to say

Which background or ethnic group do you identify yourself as being?

- | | |
|--|--|
| <input type="radio"/> White: English/Welsh/Scottish/Northern Irish/British | <input type="radio"/> Asian/Asian British: Bangladeshi |
| <input type="radio"/> White: Irish | <input type="radio"/> Asian/Asian British: Chinese |
| <input type="radio"/> White: Gypsy or Irish Traveller | <input type="radio"/> Asian/Asian British: Other Asian |
| <input type="radio"/> White: Other White | <input type="radio"/> Black/African/Caribbean/Black British: African |
| <input type="radio"/> Mixed/multiple ethnic group: White and Black Caribbean | <input type="radio"/> Black/African/Caribbean/Black British: Caribbean |
| <input type="radio"/> Mixed/multiple ethnic group: White and Black African | <input type="radio"/> Black/African/Caribbean/Black British: Other Black |
| <input type="radio"/> Mixed/multiple ethnic group: White and Asian | <input type="radio"/> Other ethnic group: Arab |
| <input type="radio"/> Mixed/multiple ethnic group: Other Mixed | <input type="radio"/> Other ethnic group: Any other ethnic group |
| <input type="radio"/> Asian/Asian British: Indian | <input type="radio"/> Prefer not to say |
| <input type="radio"/> Asian/Asian British: Pakistani | |



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12 or under

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Firstly, how old are you? We will ask slightly different questions depending on your age group

12 or under

13 to 24

25 or over

Are you a parent or carer of a child or young person?

Yes

No

Are you a practitioner who works with children and young people or their families?

Yes

No



Reset

Next →

As a parent / carer, what do you think is most important for children and young people in Worcestershire?

As a parent / carer, what do you think are the main challenges or issues for children and young people in Worcestershire?


[← Back](#) [Reset](#) [Next →](#)

As a parent / carer, what do you think would improve the lives of children and young people?

As a parent / carer, how do you think parents / carers could be supported better?


[← Back](#) [Reset](#) [Next →](#)

If you were king or queen of Worcestershire for a day, what would you change and why?

What is the best way for you to tell us what you think in the future?

Which district do you live in?

- Bromsgrove (including Hagley)
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What is your gender?

- Male
- Female
- Other
- Prefer not to say

Are you...

- Heterosexual / Straight
- Gay / Lesbian
- Bisexual
- Other
- Prefer not to say

Do you have a disability?

- Yes
- No
- Prefer not to say

Which background or ethnic group do you identify yourself as being?

- | | |
|--|--|
| <input type="radio"/> White: English/Welsh/Scottish/Northern Irish/British | <input type="radio"/> Asian/Asian British: Bangladeshi |
| <input type="radio"/> White: Irish | <input type="radio"/> Asian/Asian British: Chinese |
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Worcestershire Children & Young People's Plan

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 13 to 24
 25 or over

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- Yes No

Are you a practitioner who works with children and young people or their families?

- Yes No

What is your role?



As a practitioner, what do you think is most important for children and young people in Worcestershire?

As a practitioner, what do you think are the main challenges or issues for children and young people in Worcestershire?



As a practitioner, what do you think would improve the lives of children and young people?

As a practitioner, how do you think parents / carers could be supported better?



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Worcestershire Children & Young People's Plan

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 13 to 24
 25 or over

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- Yes No

Are you a practitioner who works with children and young people or their families?

- Yes No

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How would you describe yourself and your interest in how Worcestershire works for its children and young people?

[← Back](#) [Reset](#) [Next →](#)

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| <input type="radio"/> Asian/Asian British: Indian | <input type="radio"/> Prefer not to say |
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Annex 3 Easy read survey



At the heart of everything we do



We want Worcestershire to be a great place for children and young people to grow up.

Everything we do is for children and about children.



We are making a Children's and Young People's Plan.

We want you to help us by telling us what is important to you.



These are the people we want to hear from:

- children
- young people
- parents and carers
- people who work with children
- people who are interested in our plan



Please answer the questions below.

We will use your answers to help us plan for the future of children and young people in Worcestershire.



We will keep your answers private.

You do not have to tell us your name or contact details.

We will only use your answers to help us with the plan.

If you don't want to answer a question, you can miss it out.



If you are a child or a young person up to the age of 24, please answer these questions.



What things in your life are most important to you?



What do you like to do?

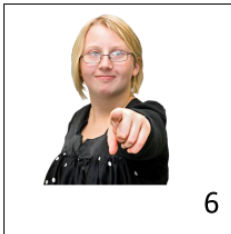


Do you have any problems?

How could your life be made better?



**If you were king or queen of Worcestershire for the day
what would you change and why?**



Now please answer the About You questions on pages 6-8.



If you are a parent or carer of a child or young person please answer these questions.

OR



If you work with children or young people please answer these questions.

What things do you think are most important for children and young people in Worcestershire?



What do you think are the worst problems for children and young people in Worcestershire?



What do you think would make children's and young people's lives better?



How do you think parents and carers could be helped to make things better?



If you were king or queen of Worcestershire for a day what would you change and why?





About You

Everyone, please answer these questions.

How old are you?



Younger than 12



13 - 24



25 or older



Are you a...

Man or boy?



Woman or girl?

Do you have a disability?



Yes

No

I don't want to say

Where do you live?

Bromsgrove. This includes Hagley

Malvern Hills. This includes Tenbury and Upton

Redditch

Worcester City

Wychavon. This includes Evesham, Droitwich and Pershore

Wyre Forest. This includes Kidderminster, Bewdley and Stourport upon Severn

Outside Worcestershire



What is your background or ethnic group?

White British

White other

Asian or Asian British

Black

Mixed or more than one group

Other

Please tell us more below if you can't find your ethnicity in this list.





Please send your questionnaire to:

Allie Webster
Operational Manager – Partnerships
Families, Communities and Partnerships
Worcestershire County Council

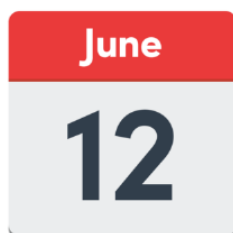


County Hall
Spetchley Road
Worcester
WR5 2NP



Or you can send it by email

Awebster2@worcestershire.gov.uk



Please send us your questionnaire by 10pm on **Monday 12th**
June 2017.

Annex 4 Question Tree



Appendix Four

COUNCIL CONTRIBUTION TO CHILDREN AND YOUNG PERSONS PLAN

The Council can and does contribute in numerous ways to support the CYPP.

Housing Services support to families with children

- Support, advice and guidance to prevent homelessness.
- Provision of supported accommodation for young parents and care leavers
- Re-housing of families affected by domestic abuse.
- Aid and adaptations to properties for children with physical disabilities.
- The use of enforcement powers to improve the condition of private rented housing.
- Help to access affordable/free furniture & household items when setting up home.
- Help to set up utilities.
- Help to apply for benefits.
- Help to gain employment including referrals to the Job Coach. This supports mentoring role of parent and aspirations for children.
- Access to support agencies such as drug & alcohol abuse and domestic abuse support.
- Help to access activities in the community including local voluntary sector.
- Help to access healthcare – GP, Dentist, Mental Health.
- Help to sustain tenancy by monitoring compliance of tenancy conditions.
- Help with budgeting & debt advice and access to other agencies as necessary.
- Advice re basic cooking skills/healthy eating.
- Contribute to multi agency working with social care/mental health.

Community safety work to support children & young people.

- Locations of ASB – working with residents, consultative groups and partners to identify locations of youth ASB and implementing strategies to address and divert at risk young people to positive activities. (**Bromsgrove Town centre, Aston Fields Rec, Rubery parks etc.**) Crime risk surveys completed to improve the built environment and reduce opportunities for committing ASB in identified locations. Provided funding and commissioned projects to provide specialist workers engage with difficult to reach young people and young people with challenging behavioural issues. Deliver targeted group activities and programmes to address issues of youth ASB; project include, the Polish youth club, Woodrow football sessions, Multi sports activity at Asda in Bromsgrove, targeted youth work sessions with groups of young people.

Agenda Item 8

- Crime incidences – working with partners, local communities and victims to identify crime committed by C&YP and implementing crime prevention strategies to reduce opportunities and facilitators for crime. (Rock Hill, Catshill, Bromsgrove Town Centre). Work with young people who have carried out hate crime incidents, provide awareness sessions with perpetrators and deliver targeted sessions to young people referred by schools.
- Crime victimisation – working with partners, local communities and victims to identify crimes and locations where C&YP are victims or are vulnerable to crime and implementing crime prevention strategies to reduce opportunities and vulnerability.
- Drugs and intoxicating substances – working with partners, residents, consultative groups and communities to identify locations and risks to C&YP through availability of drugs and intoxicants and identifying and implementing strategies to reduce opportunity, availability and vulnerability. Respond to locations identified with targeted work with the YP in and out of school
- High Risk locations – working with partners and communities to identify locations where C&YP are at risk of physical harm and developing collaborative strategies to minimise risk. (Tardebigge Reservoir).
- Home Security Assessments/Works - Providing crime prevention advice and measures to families affected by domestic abuse which ensures that children are able to stay safely in their own homes and near their families, school and other support networks.
- School Sessions – Deliver sessions to YP in a classroom setting on a range of community safety issues, these sessions include topics such as Hate Crime, ASB, drugs and alcohol, Domestic Abuse, community responsibility and internet safety .
- Targeted group work – Deliver targeted sessions to young people who have been identified by schools as being at risk of harm or engaging in criminal behaviours; CRUSH programme, CSE awareness, Anti-Social Behaviour and anger management
- One to one mentoring sessions – we work within schools to deliver one to one mentoring to young people referred to the service; Sessions pick up on issues such as Hate Crime, ASB, drugs and alcohol, Domestic Abuse, community responsibility, CSE, risk taking behaviour and internet safety .

The table below outlines the number of referrals in the last three years:-

Academic school year	September 14 – July 15	September 15 – July 16	September 16 – July 17
Number of Referrals	50	62	92
Referral Route - Schools	33	59	67
Referral Route - Connecting Families	13	15	23
Referral route – Channel Panel	1	2	2
Referral route - YMCA	3	-	-

Parenting and Family Support Service work to support children and young people

Parenting

- Provision of a range of age related parenting Programmes.
- Ensure that all safeguarding policies and procedures are followed; having professional curiosity with groups and being aware of parents disguised compliance.
- Keep updated with other services available for parents, child and young families to attend other than our own service that improves healthy lifestyles, access to affordable places to have family time, further education etc.
- Assess family's needs based on what they want to attend and what is needed to help better and improve the lives of Child and young people.
- Ask and make parents aware how much the child's lived experience is important to us.
- Sending worksheets and options for young people to have their say in how they feel they are parented and their view on their relationship with family member.
- Being a role model in groups we deliver to show health positive relationships.
- For the ultimate outcomes we ensure children are safe from harm: from parents accessing our groups for parents promotes parents to ensure their children live in safe environments such as PEEP we look at stimulating home environment and what that looks like and talk about internet safety for example through talking teens group. Also working closely with social care and improving working relationships with them for them to refer families to our service for parenting support and ultimately keeping children safe and parents role of this.
- Reach their full potential: we offer parents through PEEP to look at the early years of their children including their development and building a positive relationship.

Family Support

- Provision of targeted one to one family support working with the following principles:
 - The needs of all family members are taken into consideration, including extended family members if their involvement impacts the children we are supporting. Involvement of parents or other significant adults in assessment even if they do not live at the family home or their contact with the child/young person is minimal.
 - The views of the child/young person are key to our assessment and our evidenced within our recording.
 - Work with other involved agencies/professionals ensuring regular review meetings are held and information is shared.
 - An assertive approach and escalation of concerns.
 - Improving the lived experiences of the children/young people they support, through helping them to achieve their goals, access specialist services such as CAMHS, offering extensive emotional and practical support and ensuring parents are able to meet the needs of their children, if not further support is

put in place such as accompanying parents to appointments or referring to additional support services such as DWP.

- Building relationships by ensuring awareness of the family's history, their likes, dislikes and interests, by taking an active role in understanding their present situation and what needs to be changed in order for the children to be safer, happier and achieve their potential.
- Provision of extensive Protective Behaviours Support in order to ensure young people understand what are safe choices, they make informed choices in regards of relationships, how to keep themselves safe, who are their supportive networks, safety plans are in place etc. further training includes behaviour management/anger management, Autism Awareness, Solihull Approach and Solution Focussed Techniques.
- Support young/new parents to access the correct support such as safe adequate housing, specialist support for themselves, support groups, emotional and practical support to give their children a better future than they may have experienced themselves, by giving parents the tools, knowledge and emotional support to 'break the cycle'.
- Support young people to access alternative educational options if they have been excluded or are not coping within mainstream educational settings, exploring apprenticeship options or college courses.
- Ensure school have a good understanding of the child/young person's individual needs based on their abilities and the impact of home life or past experiences, ensuring school implement individual support to those pupils such as a mentor or time out cards.
- Support young people to access young people's groups **including the Autism Group at Starlight** and improve independence activities such as a catching a bus or going clothes shopping.
- Provision of budgeting support and work closely with Job Coaches, CAB and DWP.
- Working closely with social care, sharing concerns with community social workers, hosting a weekly allocations meeting which is attended by Social Care, Early Intervention Family Support, Parenting, Family Support **and the Sunrise Project**.

Leisure and Cultural Services' support to children and young people

- Provision of a range of leisure services for families, children and young people to support both their physical and mental well being. Examples include:
 - Activities for children receiving free school meals.
 - Take Part Tighter for all ages activities.
 - Activity sessions during the school holidays.
- Partnership working with the police and community safety team to deliver diversionary activities at identified 'hot spot' locations.
- Use of section 106 monies for the provision of outdoor sports, play and leisure facilities.
- Provision of high quality green and open spaces to enable access to physical activity and supporting mental wellbeing.

Agenda Item 8

- Development and support of community sports and cultural organisations to increase local provision to young people including grant funding applications for capital projects.
- Development and delivery of in school session to ensure high quality PE opportunities are provided within and outside of the national curriculum.
- Access to museums and theatres to provide learning opportunism, access to programmed activities – to facilitate Youth theatre groups to develop skills in team work, social skills and confidence. History productions for local school to access.
- Provision of community centres that enable the voluntary sector and businesses to deliver local services eg play groups, nurseries, groups for children with disabilities.
- Listening to the views of children and young people through surveys and designed services to meet local need and aspiration.
- Provision of large scale community events programme to increase the quality of life of residents and to provide community cohesion opportunities for other public sector and communities bodies to engage with CYP.
- Operating a concessionary policy that support hard to reach families and removes financial barriers to participation and/or attendance which includes looked after children.
- Provision of numerous work placements, volunteering opportunities and apprenticeship opportunities to increase work place knowledge and experience and to offer young people greater life skills.

Planning and Regeneration's support to children and young people

- Providing appropriate play facilities in new housing developments.
- Consideration of secure by design standards to design out crime making developments safer and reducing the risk of anti-social behaviour.
- Supporting economic growth and employment opportunities for parents and young people.
- Supporting businesses to work with schools to promote the local skills young people need.

Voluntary Sector's support to children and young people

- Engagement with the local voluntary sector to promote volunteering opportunities for families.
- Engagement with the voluntary sector to support the provision of services that meet the local needs of families, children and young people.
- Awarding of grants to the local voluntary sector to fund services that support children and young people in their mental, physical and emotional wellbeing.

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CABINET

1st November 2017

NOMINATION OF AN ASSET OF COMMUNITY VALUE

Relevant Portfolio Holder	Cllr Kit Taylor
Portfolio Holder Consulted	Yes
Relevant Head of Service	Ruth Bamford – Head of Planning & Regeneration
Wards Affected	Lickey Hills Ward
Key Decision – N/A	

1. SUMMARY OF PROPOSALS

To consider a request to list The Methodist Church Hall, Blackwell, Bromsgrove, as an Asset of Community Value.

2. RECOMMENDATIONS

That Cabinet consider the contents of the report and decides to either:-

- (a) Support the listing of The Methodist Church Hall, Blackwell, as an Asset of Community Value; or**
- (b) Not support the listing of The Methodist Church Hall, Blackwell, as an Asset of Community Value**

3. KEY ISSUES

- 3.1 As Members are aware from previous reports that the Localism Act included the 'Community Right to Bid' which gave communities a right to identify a building or other land that they believe to be of importance to their community's social well-being so that if it comes up for sale there is a six month period within which they can prepare their bid to buy the asset. The property in question can then be sold on the open market. Community groups have the same rights as any other bidders but there is no preference given to the local community bid.
- 3.2 Officers have received a nomination for the Methodist Church Hall in Blackwell from the Lickey and Blackwell Parish Council. The Parish Council has requested that the asset be nominated to give the ability for it to remain as a community asset in the future. The nomination is attached at Appendix 1.
- 3.3 The Methodist Property Office and the local ward Councillors have been consulted as part of the process. There have been no responses received from the owners during the consultation period.

CABINET

1st November 2017

3.4 The nomination from the Parish supports the inclusion of the asset due to the fact that hall provides a number of services that they believe further the social wellbeing and interests of the local community. These are detailed in the nomination form attached at Appendix 1 and include:

- Children's nursery operates on a weekly basis from the hall
- Children's parties are held in the hall
- Yoga classes
- Table Tennis Club

3.5 Members are reminded that under the new process for assets of community value introduced in November 2012 that the final decision regarding whether to list an asset rests with the Head of Planning and Regeneration in consultation with the Portfolio Holder for Planning and Regeneration.

Financial Implications

3.6 Property owners who believe they have incurred costs as a result of complying with these procedures can apply for compensation from the Council. As previously reported to Council, Government recognises this as a potential risk to local authorities and will provide a safety net whereby any verified claims of over £20,000 will be met by Government. The owners also have a right to appeal the decision made by the Council in agreeing that the building be included on the Assets of Community Value.

Legal Implications

3.7 The Localism Act 2011 made provision for a new system of listing of assets of community value, giving community groups the right to make nominations, and requiring local authorities to maintain local registers. Further more detailed rules around the operation of assets of community value are set out in the Assets of Community Value Regulations 2012.

3.8 The test for listing an Asset of Community Value as set out in Section 88 (1) of the Localism Act 2011 is as follows:-

"A building or other land in a Local Authority's area is land of community value if in the opinion of the authority:-

- (a) an actual current use of the building or other land that is not an ancillary user furthers the social well-being or social interests of the local community, and

CABINET

1st November 2017

(b) it is realistic to think that there can continue to be non-ancillary use of the building or other land which will further (whether or not in the same way) the social well-being or social interests of the local community.”

Service/Operational Implications

3.9 There are no specific operational implications for the District. The list of nominated assets will be maintained by Land Charges officers and will be available on the Councils Website.

Customer / Equalities and Diversity Implications

3.11 The approval of the nomination of The Methodist Hall will ensure that should the property be declared for sale any community group would be able to express an interest in purchasing the asset. This would result in up to 6 months of moratorium whereby any sale could only be to a community group. Following this the owner can sell to any purchaser.

4. RISK MANAGEMENT

4.1 The register will be maintained to ensure that all assets nominated are included to mitigate any risks associated with assets not being included on the register. Consideration by officers and members will be undertaken at each nomination to ensure a consistent approach is taken.

APPENDICES

Appendix 1 – Nomination Form

AUTHOR OF REPORT

Name: Ruth Bamford
E Mail: r.bamford@bromsgroveandredditch.gov.uk
Tel: (01527) 881202

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Resent as requested

Agenda Item 9
30/8/2017 by Lisa Winterbaum

BROMSGROVE DISTRICT COUNCIL
**ASSETS OF COMMUNITY VALUE – THE COMMUNITY
RIGHT TO BID**
NOMINATION FORM

Section A: About your organisation

A1 Organisation's name and address

Name of organisation* LICKEY & BLACKWELL PARISH COUNCIL
Address including postcode Trinity Centre 411 Old Birmingham Road Lickey Birmingham B45 8ES

**full name as written in your constitution or rules (if appropriate)*

A2 Contact details

Name Lisa Winterbourn
Position in organisation Executive Officer
Address including postcode Trinity Centre 411 Old Birmingham Road Lickey Birmingham B45 8ES
Daytime telephone no. 07513865011
Email address eo@lickeyandblackwellpc.org
How and when can we contact you? Anytime by e mail or telephone 10-3 on Weds/Fri

**by email or phone, and days of the week and/or times of day you would prefer*

Rec.
Monday 4th
Sept 2017

Part B: About the land or building(s) you are nominating

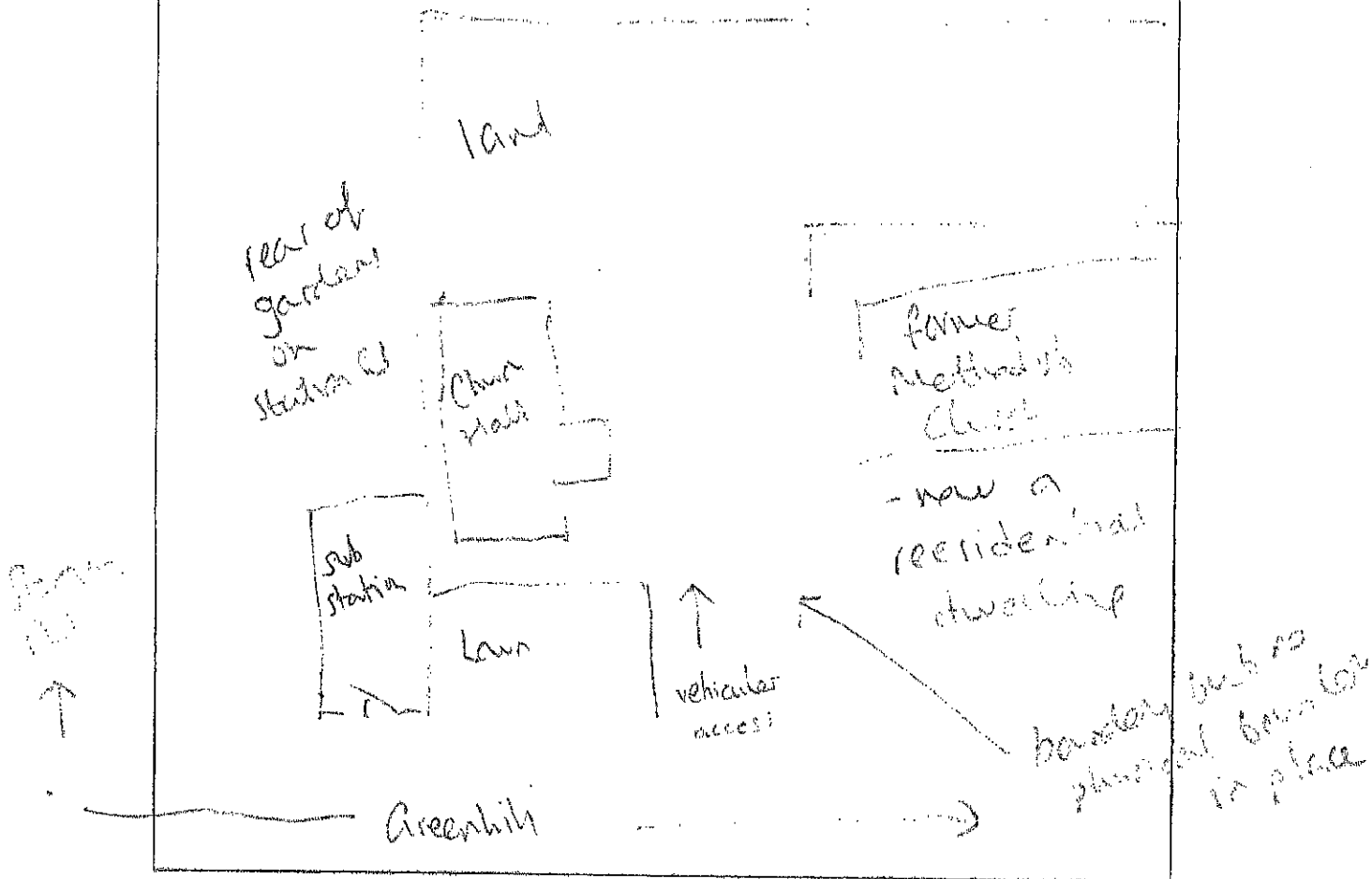
B1 Description and address

What it is (eg. pub, local shop) Church hall
Name of premises (eg. Post office, Community Centre) Methodist Church Hall
Address including postcode (if known) Greenhill, Blackwell B60 1BL

B2 Sketch plan

Please include (here or on a separate sheet) a sketch plan of the land. This should show:-

- The boundaries of the land that you are nominating
- The approximate size and position of any building(s) on the land.
- Any roads bordering the site.



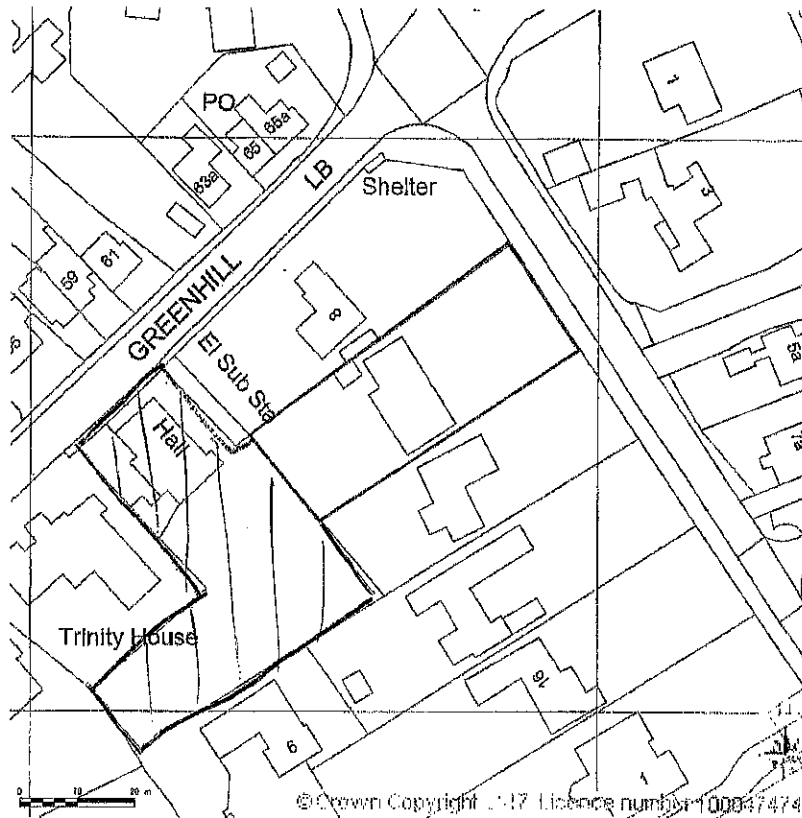


SITE LOCATION PLAN

AREA 2 HA

SCALE: 1:1250 on A4

CENTRE COORDINATES: 399067 , 272252

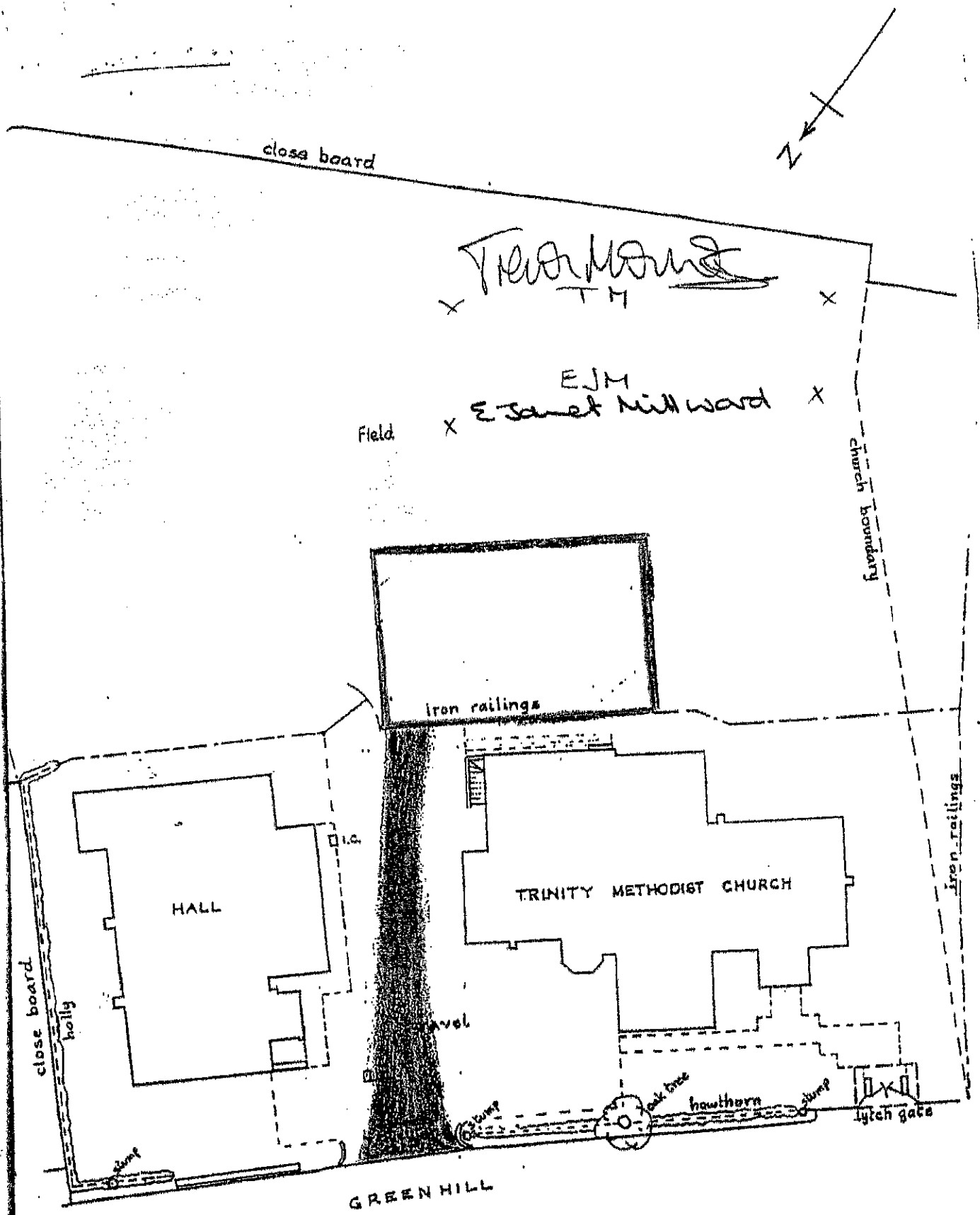


Supplied by Streetwise Maps Ltd

www.streetwise.net

Licence No: 100047474

12:46:08 29/04/2017



0 5 10 metres
SCALE 1:200

Agenda Item 9

B3 Owners and others with an interest in the building or land

You should supply the following information, if possible. If any information is not known to you, please say so.

	Name(s)	Address(es)
Names of all current occupants of the land	Methodist Church	Same as B1.
Names and current or last known addresses of all those owning the freehold of the land (ie. owner, head landlord, head lessor)	Methodist Church	Methodist Property Office Central Buildings Oldham Street Manchester M1 1JQ OWN FREEHOLD – NO LEASEHOLD INTERESTS
Names and current or last known addresses of all those having a leasehold interest in the land (ie. tenant, intermediate landlord, intermediate lessor)		

B4 Why you think the building or land is of community value

Note that the following are not able to be assets of community value:-

- *A building wholly used as a residence, together with land "connected with" that residence. This means adjoining land in the same ownership. Land is treated as adjoining if it is separated only by a road, railway, river or canal.*
- *A caravan site.*
- *Operational land. This is generally land belonging to the former utilities and other statutory operators.*

Does it currently further the social wellbeing or social interests* of the local community, or has it done so in the recent past? If so, how?

The hall houses a thriving Montessori Nursery every week day along with Yoga classes and Blackwell Table Tennis club. These groups could not be accommodated elsewhere in Blackwell as the other available hall, The Wheel, is neither large enough nor suitable.

In addition the Methodist hall is available for private hire for children's parties etc

Could it in future further the social wellbeing or social interests* of the local community? If so, how? (This could be different from its current or past use.)

The hall would continue to be used as above, and the Parish Council would consider providing outdoor exercise equipment in the land to the rear of the building for use by all residents

The Parish Council could also decide to have an office there, and hold Parish Council meetings

**These could be cultural, recreational and/or sporting interests, so please say which one(s) apply.*

Section C: Submitting this nomination

C1 What to Include

- The rules of your organisation (question A8).
- Your sketch plan (question B2).

C2 Signature

By signing your name here (if submitting by post) or typing it (if submitting by email) you are confirming that the contents of this form are correct, to the best of your knowledge.

Signature

30/8/17

C3 Where to send this form

You can submit this nomination:-

- **By post to:** Jayne Pickering , Executive Director Finance and Resources, Bromsgrove District Council , Council House , Bromsgrove B60 1AA
- **By email to:** j.pickering@bromsgroveandredditch.gov.uk

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BROMSGROVE CENTRES MANAGEMENT STRATEGY 2017 - 2020

Relevant Portfolio Holder	Cllr Karen May – Deputy Leader & Portfolio Holder for Health and Wellbeing and Economic Development and Regeneration
Portfolio Holder Consulted	Yes
Relevant Head of Service	Dean Piper – Head of Economic Development and Regeneration, North Worcestershire
Ward(s) Affected	Bromsgrove Central, Sanders Park, Hagley West, Hagley East, Rubery North, Rubery South, Barnt Green, Alvechurch Village, Drakes Cross, Catshill North, Catshill South
Ward Councillor(s) Consulted	NA
Key Decision / Non-Key Decision	Key decision

1. SUMMARY OF PROPOSALS

1.1 The Bromsgrove Centres Strategy 2017-2020 details the plans for the seven principal Bromsgrove District centres. It delivers the potential to maintain and grow the economy of the centres by enabling new retail, housing, leisure and commercial opportunities to come forward, attracting new inward investment, continuing and enhancing business support services, maximising marketing opportunities and strengthening our creative offer.

The seven Bromsgrove District centres as covered by the Bromsgrove Centres Strategy 2017-2020 are:

- Bromsgrove Town Centre
- Rubery Village
- Alvechurch Village
- Catshill
- Barnt Green Village
- Wythall
- Hagley Village

The Centres strategy is based upon the seven centres originally agreed by Cabinet in November 2015, when the decision was taken to establish a Centres Management function hosted by the NwedR service. It is proposed that the remit of the Centres Management function will be reviewed over the next 12 months

including a review of resources required to deliver any recommendations of the review.

The overall aim of the Strategy is to create distinctive and vibrant centres by supporting and promoting retail, business, cultural, leisure and residential investment in the seven centres.

2. RECOMMENDATION

- 2.1 That Bromsgrove District Council adopts the Bromsgrove Centres Strategy 2017-2020 attached as Appendix A.

3. KEY ISSUES

Financial Implications

- 3.1 Implementation of the strategy is supported by the Bromsgrove Centres Manager budget, which forms part of the NwedR shared service arrangement. Larger and more significant projects are incorporated into existing revenue and capital budgets, such as the Rubery Public Realm Programme.

The Bromsgrove Centres Manager is also responsible for attracting external funding to support the aims and objectives of the Strategy. For example, additional funding will need to be secured to support the delivery of the next phase of public realm works in Bromsgrove town centre.

Examples of where external funding has already been secured or sought to support priority projects are as follows:

- £10,000 awarded by Safer Bromsgrove Partnership to support community safety themed projects for all seven centres.
- A developing funding bid to the West Mercia Police and Crime Commissioner's Office to support a taxi marshal scheme in Bromsgrove town centre.

The investment strategy for each centre will be developed once Cabinet approve the overall strategy and proposals. Further funding will be explored from external sources to deliver the strategy objectives.

Legal Implications

- 3.2 There are no legal implications arising out of the report.

Service / Operational Implications

- 3.3 Since the recruitment of the Bromsgrove Centres Manager in May 2016 considerable research, business and key stakeholder communication and

meetings have taken place to determine the most appropriate outcomes and projects for each of the Bromsgrove District seven centres.

A key focus of the Bromsgrove Centres Manager in the first year was to revisit existing plans and strategies and implement reviews where appropriate. To date these have included:

- Bromsgrove Town Centre Access, Servicing and Car Parking Review
- Bromsgrove Town Centre Taxi Review
- Bromsgrove Town Centre Radio Link Scheme review
- Support to Barnt Green Village Parish Council car park review
- Rubery Village public realm audit
- Hagley Village public realm audit

The Bromsgrove District Centres Strategy offers a new impetus and focus to deliver targeted projects and initiatives in the seven District centres. It details actions needed to be taken to develop a robust and thriving economy in each of the centres. Partnership and joined up working are critical to achieving to the vision and project objectives.

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

Outcomes are the result of outputs (i.e. they are longer term measures). The value of any project cannot be measured without defining success. Outcomes are specific, measurable, and meaningful. The outcomes in this plan form key thematic areas under which projects and initiatives will be delivered and how we measure success and impact.

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

CABINET

01 November 2017

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

CABINET01 November 2017

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

CABINET01 November 2017

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

A key part of the preparation of the Bromsgrove Centres Plan has been the involvement and participation of Ward Members. Ward Members are important members of the Rubery Village Environmental Enhancement Scheme, Bromsgrove Town Centre Management Task Group, Best Bar None Bromsgrove, Bromsgrove Town Centre Pubwatch, Hagley Village Team, Barnt Green Team, Alvechurch Village Team and Christmas Light Switch On Working Group, Catshill Events Group and their support and positive promotion of schemes will contribute to the ongoing success of the Bromsgrove Centres Plan.

Monitoring Arrangements

- 3.4 The Bromsgrove Centres Strategy 2017-2020 sets out Key Performance Indicators (KPI's) to monitor and evaluate the effectiveness and success of the strategy. Monitoring and evaluation of the strategy will be undertaken in partnership with Council colleagues, West Mercia Police, businesses and key stakeholders.

Data is being compiled to ensure the Bromsgrove Centres Strategy has a baseline position to monitor and evaluate projects and initiatives. This will also allow us to see how they are benefitting the economic viability of each centre and measures of success.

The management of the Bromsgrove Centres Manager is encompassed within NWedR shared service collaboration agreement. Priorities and activities are added to the NWedR Work Programme. The post is also integrated within the NWedR structure, with direct reporting line to the Head of Service and additional support around delivery of complex regeneration projects across Bromsgrove would be provided by Bromsgrove District Council and NWedR.

Customer / Equalities and Diversity Implications

- 3.4 NWedR and the Bromsgrove Centres Manager will consider the impact of changes that might arise as a result of implementing the strategy on those with protected equality characteristics, in particular, where there is likely to be an impact on residents or service users from any changes of existing services.

4. RISK MANAGEMENT

- 4.1 Risks associated with the delivery of individual projects and activities will be added to the NWedR Risk Register and monitored and managed by the Head of Service.

5. APPENDICES

Appendix 1 - Bromsgrove Centres Strategy 2017-2020

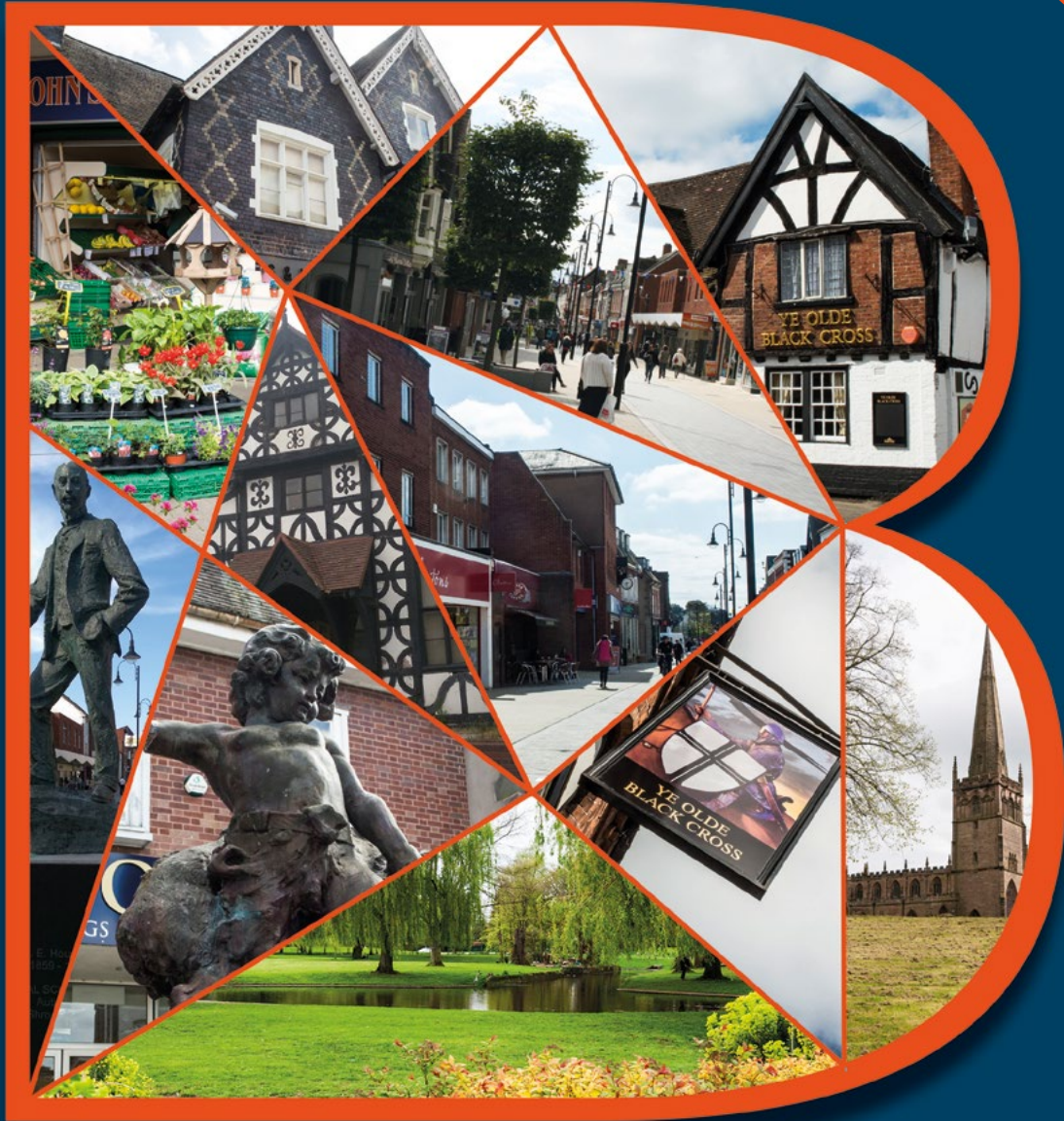
6. BACKGROUND PAPERS

Report to Cabinet 04 November 2015. Bromsgrove Centres Management

7. KEY AUTHOR OF REPORT

Name: Cheryl Welsh (Bromsgrove Centres Manager)
 Telephone: 07977207718
 Email: Cheryl.welsh@nwedr.org.uk

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Bromsgrove

Centres Strategy 2017-2020



**Better
Bromsgrove**

North
Worcestershire



**Bromsgrove
District Council**

www.bromsgrove.gov.uk



" A friendly and knowledgeable family run business, established in 1972, specialising in hardware, gardening, with a lovely well stocked cookshop. Shopping local means personal attention and service is always assured. We are proud to be an independent business based in the heart of Barnt Green Village. "

Page 182

Introduction

More than ever town and village centres face challenging times due to the political and economic climate creating a sense of uncertainty, along with competition from out of town retail parks and changes to shopping habits and trends.

In 2010 Bromsgrove, Redditch and Wyre Forest Councils brought together their economic development and regeneration functions to create a shared North Worcestershire Economic Development and Regeneration (NwedR) team. The teams strength is the wealth of specialist experience and knowledge of regeneration, business support and town centre management.

With an already established track record of supporting businesses across North Worcestershire and 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 and took the positive step of recruiting to the post of Bromsgrove Centres Manager.

The key focus of this role is to identify and co-ordinate opportunities to inject a new vibrancy and energy into Bromsgrove centres, strengthen communication and support local businesses.

This strategy is based upon the seven centres originally agreed when the Bromsgrove Centres Manager was appointed. They will be reviewed over the next 12 months including a review of the resources required to deliver any recommendations.

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

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

Whilst the Bromsgrove Centres Manager is responsible for the day-to-day management of seven centres, the role works closely with the NwedR team, sharing information and enquiries to tailor the most appropriate package of support for businesses across the District, including those located on the district's key industrial estates and business parks.

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. To reflect the changing nature of the district, the Council will keep under review the definition of a key centre to reflect growth in areas and settlements over the next 3 years.

Working in partnership with Bromsgrove District Council, Worcestershire County Council, key partners and businesses we have revisited structures and arrangements for the Bromsgrove centres detailed above and made key changes to ensure we are on a firm footing to take forward plans and initiatives.

This strategy will also complement and support the work of the Parish Councils, Business and Trader Associations and other key stakeholders in each of the centres with a focus on developing shared ambitions and actions.

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.

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

Being ambitious, innovative and dynamic can create a successful visitor economy to make the most of Bromsgrove's centres.

Contents

Page 3: Introduction

Page 5: Vision

Pages 6/7: Bromsgrove Opportunities

Bromsgrove

Pages 8/9: Bromsgrove Town Centre

Page 10/11: Key Regeneration Proposals

Page 13 - 14: Accessibility

Page 15 - 18: Safety and Security

Page 19 - 21: Marketing and Promotion

Page 22/23: Markets

Page 24/25: Business Support

Page 26/27: Public Realm

Page 28/29: Historic Environment and Heritage

Page 30/31: The Future - Bromsgrove BID (2019/20)

Rubery Village

Page 32 /33

Barnt Green Village

Page 34/35

Hagley Village

Page 36/37

Alvechurch Village

Page 38/39

Catshill

Page 40/41

Wythall

Page 42/43

Page 44/45: Key Performance Indicators

Page 47: Acknowledgements

Vision

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.

Our streets will be attractive, clean and well connected in style and quality. Together we will deliver a plan of economic development projects, events and marketing promotions.

Bromsgrove centres will be well prepared to respond to market challenges and fully capitalise on investment.

The Bromsgrove Centres Strategy will be delivered through a network of action plans that interlink all the centres, respond to data from the Bromsgrove District Council Town Centre Healthcheck, share best practise and bring a new connectivity between Bromsgrove District town and villages, without losing their individual and unique characteristics.

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.

Outcomes

Accessibility

That Bromsgrove Centres are easily accessible by all sectors of the community.

Safety and Security

All Bromsgrove District centres are a safe place for everyone to visit, live and work.

Marketing and Promotion

All centres have a clear branding, coherent marketing strategy and events calendar.

Markets

In addition to developing the Bromsgrove town centre outdoor market we continue to host one-off, seasonal and specialist markets throughout the year in all centres.

Business Support

Businesses have a clear and efficient pathway to business and grant support.

Public Realm

All our centres are clean and attractive with a high quality environment and clearly defined gateways.

Historic Environment and Heritage

High quality and innovative urban design that protects the integrity of our centre's heritage assets and historical environment.

The Future

Secure external funding to support the plans of all centres; Business Improvement District proposal for Bromsgrove town centre.



"Independent businesses are the core of our village. We know our customers and provide a very personal and friendly service. Hagley is the quintessential village setting for that little something that's different and interesting."

Page 186

The Deli in the Village, Hagley Village

Bromsgrove - Brimming with Opportunities!

Bromsgrove District is definitely on the up with major developments in both the commercial and housing sectors bring a new dimension and customer base to our centres.

There is a new sense of focus and determination that offers businesses the opportunity to grow and expand. With a strong and supportive infrastructure Bromsgrove has the perfect climate to expand our independent offer and inject new energy into all our centres.

Here in Bromsgrove we love our independents that fill our streets with unique and vibrant offers. With their entrepreneurial spirit and ability to adapt and change to customer's needs and taste, they are a colourful addition to our centres.

With an eclectic mix of designer boutiques that attract visitors from across the Country, fresh local produce, artisan cafes, award winning butchers, real ale micro pubs to large music venues Bromsgrove has it all!

We have seen independent businesses evolve and become creative clusters, such as Worcester Road in Bromsgrove town centre. A wonderful complement to the established High Street nationals, the independents are often owned by local people who have a commitment and passion for the area they trade in.

We will celebrate the diverse mix of our independents with locally designed events and take part in National schemes that reward local loyalty and attract new customers and visitors.

Through our void properties strategy we aim to offer further incentives and opportunities such as pop up shops and creative hubs to welcome more start-up small businesses and give young people a helping hand.

As our centres continue to evolve we can re-position ourselves to serve our communities better and let the personality of all our centres shine through.





Bromsgrove Town Centre

Bromsgrove town centre is a key location within the Bromsgrove District providing a focus for retail, tourism, leisure, community and cultural activities. It is an important economic driver providing employment, business and development opportunities. Bromsgrove has extremely good road links and benefits from its central location and excellent connectivity to adjacent economies and markets.

We recognise the increasing pressure on our local road infrastructure and congestion problems that challenge accessibility to the town centre. This plan ensures the town centre has an involvement in wider transport strategies and forms an important part of the accessibility strategy for Bromsgrove town centre.

Bromsgrove is a traditional market town and for the most part is an attractive and vibrant place to visit and work in. The main High Street is the prime retail area and there is a good mix of national and independent retailers. The town also boasts unique and diverse secondary shopping areas in particular The Strand and Worcester Road.

A rich concentration of independent retailers and considerable investment by the National Lottery Townscape Heritage Initiative has changed the dynamic and image of these areas and offers strong promotional opportunities that will encourage visitors to explore areas of the town otherwise sometimes overlooked.

Despite considerable investment made on the High Street, the town centre will benefit from further regeneration and enhancement. This includes diversifying the overall mix of uses within the centre, including the provision of new homes, entertainment and leisure venues and strengthening the retail offer in the prime area whilst protecting and maintaining the diversity of secondary retail.

We will challenge the perception that Bromsgrove town centre has a high void rate and lower end retail uses. Communication and working practices will be strengthened with commercial agents and landlords to secure meanwhile uses for empty properties to soften the impact on the visual appearance of the centre.

Arriving at and moving around the town centre easily and efficiently is also key to the town's success. Enhancements to public transport, cycling and walking links, pedestrian accessibility and improved connectivity to Bromsgrove railway station would help its legibility – making sure the town centre is easy and convenient to access.

A strong and confident approach with fresh ideas will send out the message that the town is in a good position to capitalise on the regeneration taking place in and around Bromsgrove town centre and is a place “to do business”.

Key Regeneration Proposals

TC1 - Former Market Hall Site

Phase 1

Size of Development	Value	Car Parking Spaces	Business Secured to Date	Target Opening Date
9,000sqft	Circa £3.5m	86	Waitrose	Completed

Phase 2

Size of Development	Value	Car Parking Spaces	Business Secured to Date	Target Opening Date
25,000sqft	Circa £5m	No additional	TBC	TBC

TC5 - New Leisure Centre

Size of Development	Value	Car Parking Spaces	Business Secured to Date	Target Opening Date
4,200m ²	Project Cost 13.7 million Build Cost 10.4million	198	Site to be operated by Everyone Active. Car Parking by BDC	Summer 2018 Phase 1 – Nov 2017 (Building) Phase 2 & 3 – Jan 2018 (Demolition & Car Parking)

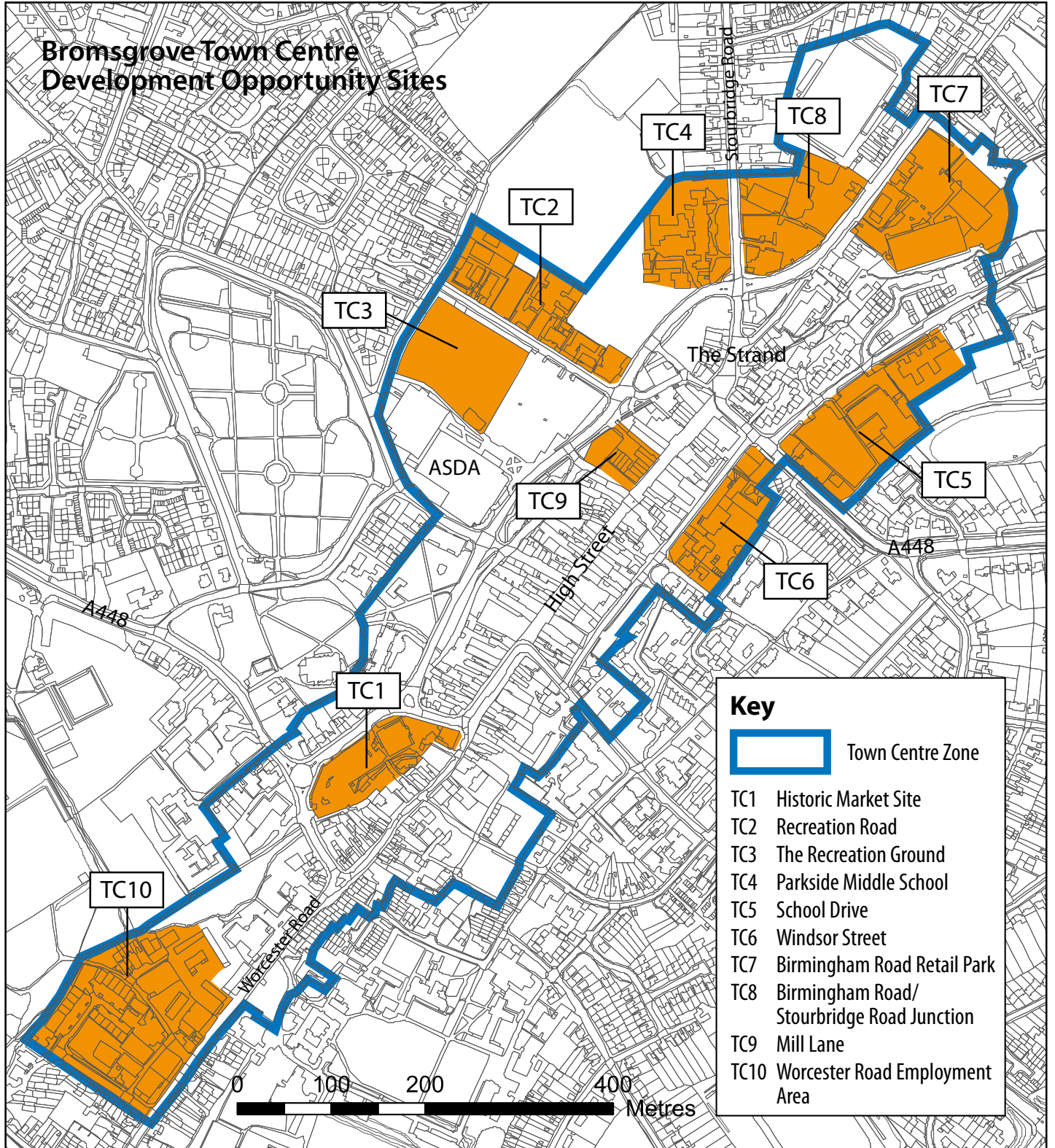
TC7 - Bromsgrove Retail Park - IM Properties

Size of Development	Value	Car Parking Spaces	Business Secured to Date	Target Opening Date
Total: Split between 5 units ranging from 10,000 – 20,000sqft	Circa £4m	251	Marks and Spencer Food Hall	Spring 2018

TC8 - Stourbridge Road

Size of Development	Value	Car Parking Spaces	Business Secured to Date	Target Opening Date
13,500sqft	Circa £2m	82	Entire site to be occupied by Aldi	Summer 2018

In addition to the above, there are a number of other key regeneration sites within Bromsgrove Town Centre that are due to come forward over the next couple of years and include Stourbridge Road car park, Windsor Street and School Drive.



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BDC/WETH769



Accessibility

Bromsgrove town centre is relatively compact with little change in levels and is interconnected with streets of defined character and history.

The bus station is located within the town centre and easily accessible along with car parks predominantly Bromsgrove District Council owned. A key challenge for Bromsgrove town centre is to help people find their way around easily. Pedestrian and traffic barriers and poor waymarking do not encourage the visitor to explore the town centre. Feedback from some businesses in Worcester Road is that they feel “left out” of key events and that activity is predominantly focussed within the pedestrianised area of the town in the allocated events space.

Access is crucial to retaining the vitality of the town centre and the challenge is to maintain a balance between provision of quality public transport links and facilities for all. This should include taxi and business delivery access along with well-maintained pedestrian and cycle routes. Priority should also be given to those with limited mobility and children. The challenge now and in the next few years is dealing with increased road use, the impact of major development and highways work and promoting more sustainable methods of travel.

The High Street has benefited from significant investment with £2m of funding spent on new public realm. However, the quality of public realm as identified in other areas is poor in places. The experience of moving around the town centre is not attractive or interesting as it could be. Bromsgrove Railway station, whilst operationally delivering passengers close to the town centre the links on how to access the town centre and the approaching environment requires improvement, creating a true and attractive gateway.

Parking provision is a fundamental part of the overall offer of the town centre. It must be high quality, safe and convenient for people arriving in Bromsgrove town centre. Facilities, especially multi storey car parks, must be attractive and well designed. Current car parking provision is not well sign posted with a lack of advance signage on key approaches giving real time information on the availability of car parking spaces which in turn can reduce congestion. There is no provision to pay via a mobile phone app or card which is not keeping with technological advances and changing consumer behaviours regarding payment of goods and services.

An accessibility strategy will be a fundamental part of the car park review and any future public realm development and enhancement plans.



*Making it easier for everyone to move around
and explore Bromsgrove Town Centre.*

Accessibility Projects

	Year 1 17/18	Year 2 18/19	Year 3 19/20
Bromsgrove town centre car park, access and servicing review			
A consultant will be commissioned to undertake an in-depth review of the car parking arrangements in Bromsgrove town centre. The study will include some transport modelling with regards to congestion and access, on-street parking, private parking and how ongoing investment and development will impact on our car parking provision. There will also be wide reaching consultation with businesses, customers and key partners.	✓		
The car park review working group will consider the consultancy findings and produce a recommendations report to be presented to Council, partners and businesses. This will form the basis of a car park strategy for the town centre.		✓	
Signage and waymarking			
As part of the public realm plans we will develop a clear strategy for signage, including digital signage and waymarking in the town centre. This will include the decluttering of old and redundant signage and street furniture. New signage and information points will be of a consistent high quality and design. Key information points and clear signage will make it easy for people to get where they want to be and explore the town.	✓	✓	
Cycling routes			
Bromsgrove sits on the National cycle route network and Route 5 passes through the town centre. We will consider where cycle routes can be created and existing ones maintained and marketed to encourage cycling into the town centre, promoting a healthy lifestyle and reducing the number of cars accessing the town centre.		✓	✓
Public transport			
Receive data from public transport providers and partnerships to monitor services and accessibility to the town centre to support customers and businesses.		✓	
Bromsgrove Rail Station			
A key element of the Bromsgrove District Plan (BDP) is that the Rail Station is comprehensively linked to the town centre. The BDP will play a key role in promoting schemes to strengthen the relationship and accessibility of the rail station and town centre.		✓	✓
Access for all strategy			
We will work with and consult all sectors of the community including the Engagement and Equalities Partnership (Bromsgrove) to ensure all developments and improvements promote and provide access for all.	✓		✓

Safety and Security

Historically the Bromsgrove town centre night time economy has not enjoyed a positive reputation and attracted negative press. A key priority of the Bromsgrove Centres Strategy is to support and enhance the night time economy offer.

The Bromsgrove town night time economy comprises of restaurants, bistro, bars, pubs, and performance and entertainment venues, including the Artrix Arts Centre which bring life and vitality to the town centre during the evening and into the night.

It is important that the strategy sets out ways in which the evening and night time economy can be strengthened and extends its appeal to a broad range of customers.

The relationship between the night-time and retail economy will be strengthened by improved communication and initiatives that provide all businesses with the confidence and assurance that it is safe and economically viable to do business in Bromsgrove town centre.

Through intelligent and pro-active interventions we can ensure that the town centre can move from the day-time to the night-time economy in a seamless transition to encourage visitors to stay in the town.

Projects

	Year 1 17/18	Year 2 18/19	Year 3 19/20
Bromsgrove Town Centre Management Task Group			
Establish a key partnership that brings together key decision makers including West Mercia Police, Worcestershire Regulatory Services, CCTV, Licensing and Community Safety to implement initiatives to tackle crime and positively promote the town centre. Established in 2016.	✓	✓	✓
Best Bar None Bromsgrove Scheme			
Best Bar None is a National Award scheme supported by the Home Office and the drinks industry which is aimed primarily at promoting responsible management and operation of alcohol licensed premises and has been adopted by over 75 towns and cities across the UK.			
The Scheme will reward venues that gain 100% of the essential criteria with their accreditation and a plaque to display in their venue. Each year there will be an Awards event to acknowledge best practise and outstanding achievements.	✓	✓	✓
The Best Bar None Bromsgrove scheme will provide a clear visual indication to customers that the venue is well run, safe and committed to reducing night-time economy related crime and anti-social behaviour.			

Safety and Security Projects continued

	Year 1 17/18	Year 2 18/19	Year 3 19/20
<p>Bromsgrove Town Centre Pubwatch Scheme</p> <p>The Bromsgrove Town Centre Pubwatch is a well-established forum with a strong membership. The scheme operates a Banned from One Banned from All policy to deter and address crime and anti-social behaviour in town centre venues.</p> <p>This strategy will continue to support the Pubwatch scheme to promote a safe, responsible and vibrant night-time economy.</p>	✓	✓	✓
<p>Bromsgrove Radio Link Scheme</p> <p>Bromsgrove town centre currently operates an analogue radio link system with around 30 members. The system is not used to its full potential and does not gather any data around use or store voice recordings for the use in criminal charges. The system is managed by a third party and does not generate an income.</p> <p>The town centre radio link scheme will be upgraded to a digital system to improve and strengthen the sharing of intelligence and reporting crime to the Police with support from CCTV. The new system will produce data on use, assist in identifying prolific and repeat offenders and have the potential to be extended to other centres.</p>	✓	✓	✓
<p>Taxi Review</p> <p>During the day taxis are concentrated around the bus centre and the taxi rank is well served. The taxi provision to support the night-time economy is not as well served and a taxi review in partnership with Worcestershire Regulatory Services and taxi driver representatives will be undertaken.</p> <p>The review will take in views from customers, venues and taxi service representatives. This will include the potential for additional taxi ranks, improved signage and a taxi marshal scheme.</p> <p>The review findings will be considered by the Bromsgrove Town Centre Management Team and a recommendations report produced.</p>	✓	✓	
<p>Taxi Marshal Scheme</p> <p>Taxi ranks late at night can be trouble hotspots. A taxi marshal scheme can assist in alleviating this problem. Taxi Marshals are professionally trained and highly visible uniformed teams who encourage people to form an orderly queue and wait patiently for their taxi, eliminating potential flashpoints and moving people quickly and efficiently out of the town centre. (Continued on page 18)</p>	✓	✓	✓



" It feels we are on the cusp of a great change and if you are in at the beginning then you will benefit by the changes the most and it's crucial to get involved and help mould them! "

**57 Monkeys Club & Bar,
Bromsgrove Town Centre 17**

Safety and Security Projects continued

	Year 1 17/18	Year 2 18/19	Year 3 19/20
<p>Taxi Marshall Scheme continued</p> <p>The Taxi Marshall scheme will operate 2-3 nights a week with Friday and Saturday evening being the priority. The scheme will also help to address any issues regarding unregistered vehicles plying for trade and improve actual and perceived public safety.</p>	✓	✓	✓
<p>Bromsgrove Street Pastors Scheme</p> <p>Bromsgrove Street Pastors operate from their night base at Bromsgrove Baptist Church and offer a Christian response to the needs in local communities caused by crime, antisocial behaviour and vulnerability of those that have visited the town's bars and clubs.</p> <p>The Street Pastors are a group of volunteers who carry out their work on a Friday night from 10pm-4am, Bank Holiday Sundays, Christmas Eve and New Year's Eve. The Bromsgrove Street Pastors provide an invaluable service for Bromsgrove town centre and have the full support of the Bromsgrove Town Centre Management Group.</p> <p>The strategy will continue to support the Street Pastors scheme as an integral part of the town's commitment to the welfare and care of our customers.</p>	✓	✓	✓
<p>Business Training</p> <p>An integral part to the Best Bar None Bromsgrove Scheme and Radio Link Scheme is the ongoing training and support for businesses. Bespoke training packages will be developed for our venues to include conflict management and counter terrorism training in partnership with West Mercia Police.</p>	✓	✓	✓
<p>Exclusion Scheme</p> <p>A key priority for the strategy is to reduce the incidents of shoplifting in the town centre. Promoting and supporting the use of on-line reporting platforms and exclusion schemes initiatives will be introduced to deter and exclude prolific and repeat offenders in both the retail and night-time economy sectors.</p>	✓	✓	✓

Everyone has a safe and happy experience
in our venues.

Marketing and Promotion

Bromsgrove town centre is already a focus for many activities, promotions and events. However the town centre lacks a particularly strong image and brand. Without a central “portal” to access information about Bromsgrove town centre, a mix of social media sites, websites and brands have been established and can create a confusing picture as to what the town centre vision is.

We will create an instantly recognisable Bromsgrove town centre brand to be used in all projects and marketing campaigns. The branding will celebrate the culture, heritage, and leisure, independent and commercial offer. This will enable us to plan strategic and powerful marketing campaigns that can be delivered consistently over the next three years.

We need to build a presence by making the best use of social media to reach customers within Bromsgrove and further afield. There is also a requirement to market the town centre to private sector investors as a place to do business. We will also encourage creative entrepreneurship and innovative design to bring a new and exciting dimension to the town centre marketing.

We will further invest in current events and themed markets to make them bigger and better and introduce new ones to ensure our programme of events is fresh and on trend.

We will also utilise the entire town centre for events to ensure all businesses feel involved and gain a return from additional visitor numbers.

Projects

	Year 1 17/18	Year 2 18/19	Year 3 19/20
<p>Branding and Marketing</p> <p>A planned and co-ordinated strategy for the marketing and promotion of projects, events and plans is critical for Bromsgrove. By creating one identifiable brand under which to market all events and promotions will give campaigns continuity and a market presence.</p> <p>Better Bromsgrove will be the branding established which will include the launch of a central website. #BetterBromsgrove will be adopted as our social media branding.</p>	✓		
<p>Tourism</p> <p>Tourism is a competitive and dynamic industry that requires the town centre to adapt to customers changing needs with customer satisfaction and enjoyment being the key focus. We need to identify and determine our tourism offer to promote Bromsgrove town centre as a destination.</p>	✓	✓	

Marketing and Promotion Projects continued

	Year 1 17/18	Year 2 18/19	Year 3 19/20
Events			
The creative sector has an important role to play in the design and delivery of events in Bromsgrove and this partnership will be strengthened over the life of the strategy. Building on the existing offer we will develop a minimum of three large scale events and markets each year. These will be our anchor events to build and expand year-on-year.	✓	✓	✓
Free Wi-Fi			
Harness Wi-Fi technology to communicate discounts and learn about the visitor journey with the ability to measure and monitor visitor numbers.		✓	✓
Better Bromsgrove Website			
A dedicated Bromsgrove District website that will be a springboard to promote all centres and businesses.	✓		

Establish a distinct brand and marketing approach that will carve a path directly to information and promotions.

Better Bromsgrove Together			
A magazine published at least twice a year to promote events, share information and updates; circulated to over 40,000 households it offers a low cost advertising opportunity for all centres and their businesses.	✓	✓	✓
Social Media Training			
Social media training aimed predominantly at independent businesses to help raise their profile, increase the audience and trading.	✓	✓	✓
Shop Local and Independents Campaigns			
We will take part in National campaigns and develop more localised initiatives to promote shop local and Love Your Market.	✓	✓	✓

Everyone knows what is here, what's on and are rewarded for their loyalty.

Better Bromsgrove Together 2017

SUMMER



www.betterbromsgrove.com



Better Bromsgrove Summer!

North Worcestershire
edR
Page 201



Bromsgrove District Council
www.bromsgrove.gov.uk

Markets

Good quality and vibrant markets provide competition and choice for consumers. A busy and well-used on street market can be a good indicator of the vitality of the town centre. The market should provide a platform for local enterprises to start, blossom and grow, adding to the sustainable mix of shops and services in Bromsgrove town centre.

To complement the outdoor market and provide a new diversity to the town centre themed markets, food festivals and niche markets will be piloted to inject energy and colour into the town centre.

We have the opportunity to build on our cultural mix in Bromsgrove to build a unique offer and tap into the potential for the local community to become involved in shaping and delivering themed markets and festivals.

Here in Bromsgrove we have a track record of delivering successful and popular events such as the Street Theatre and Bromsgrove Festival. We will further invest in local events and introduce new and exciting events for great days out for all the family and young people.

Bromsgrove town centre will use road closures to support events across the town and promote the town as a key venue to stage large scale, big splash events.

Projects

	Year 1 17/18	Year 2 18/19	Year 3 19/20
<p>Love Your Market</p> <p>The Love Your Market campaign run by NABMA is a national two-week campaign that takes place annually in May. In 2017 over 3000 markets participated in the scheme. In 2018 Bromsgrove town centre will launch the Love Your Market Bromsgrove campaign to promote the diverse offer of our outdoor and themed markets.</p>		✓	✓
<p>Bromsgrove Artisan Market</p> <p>A market that offers an eclectic mix of street food, goods, music and arts, celebrating all that is local, ethical and original.</p>		✓	✓
<p>Bromsgrove Food Festival</p> <p>Building on the success of the 2017 Bromsgrove Food & Drink Festival the market will be held each year in the summer to further build and increase visitor numbers to the town centre on a Sunday.</p>	✓	✓	✓
<p>Bromsgrove Christmas Festival</p> <p>To complement the popular Christmas Light Switch On event a Christmas festival event will be held including a Christmas themed market.</p>	✓	✓	✓

The introduction of new and innovative events will showcase the town centre and celebrate our strong community spirit.

Markets

Projects continued

Bromsgrove Lantern Parade

The final event of the year will be a lantern parade on the High Street. 20' illuminated figures and puppets will lead the procession accompanied by musicians making for an up-beat and celebratory event.

Lantern making workshops will be held in community settings and schools encouraging visitors to bring their lanterns and create a true spectacle involving the whole community.

Year 1 17/18	Year 2 18/19	Year 3 19/20
✓	✓	✓



" We are a longstanding business that has a market stall in Bromsgrove town centre on Tuesdays and Fridays. As the only fresh fishmonger in the town centre we are proud of our top end quality and friendly service. We get on great with the customers and always have a laugh. Our loyal customers keep coming back for more."

Owens Fish Wholesale & Retail, Bromsgrove Town Centre

Business Support

Bromsgrove town centre has many advantages as a place to start up and grow a business. With its excellent location and demographics Bromsgrove District is one of the highest areas in the country for attracting new independent entrepreneur's business start-ups.

It is important that the town centre plan recognises the need for young thriving businesses to receive a wide menu of business support including marketing and promotion, grants and where to easily access information and help.

North Worcestershire Economic Development and Regeneration (NWedR) look after and support businesses of all ages and stages across North Worcestershire with everything from grants to finding premises. Bromsgrove District Council is also a founding member of the Local Economic Partnerships for both Greater Birmingham & Solihull and for Worcestershire, giving it a unique position to shape regional economic development strategies in the area.

The strong partnership between NWedR, Bromsgrove District Council and the Bromsgrove Centres Manager has established a clear route by which businesses can access information promptly to support the ongoing success of their business.

Partners will also work closely with local organisations and groups to develop a menu of business support for centres businesses including affordable bespoke training packages.

Projects

	Year 1 17/18	Year 2 18/19	Year 3 19/20
NWedR North Worcestershire Economic Development & Regeneration has a proven track record of promoting and delivering grant schemes and support to businesses. We will pro-actively advise businesses of funding opportunities and training schemes.	✓	✓	✓
Signpost Many voluntary sector and not-for-profit organisations deliver valuable grass root training and business support programmes, especially for smaller businesses. We will work with organisations to promote and signpost their offer.	✓	✓	✓

Independent businesses are the trend setters and creative entrepreneurs of our centres.



" We are proud to be an independent with three businesses in Bromsgrove. It remains a privilege to serve the community. Partnering with the Borough is essential for long term stability and sustained growth. To have a vision for the future is essential."

Page 205

Public Realm

The public realm comprises of the gateways, streets, walkways and open spaces within the town centre. The public realm can be the first impression a visitor experiences and influences the enjoyment of the visitor experience. It creates a sense of place and identity and offers an attractive setting for a variety of activities whether it is sitting in the sunshine enjoying a coffee, attending events and markets or simply passing through.

Tourism, culture and the arts can make a significant contribution to the town centre and are key components of the economic prosperity of Bromsgrove. The involvement of artists and the creative sector from the outset of the design of any proposal, in the creation of both place and space, can transform the identity and quality of the design, broker new community engagement initiatives and support the importance of the creative industries.

By achieving enhanced connectivity with the Artrix Arts Centre and the town centre we can raise the profile of the creative sector and provide opportunities for local artists and creative practitioners to be involved in creating distinct spaces that develop links and synergy across the town centre.

Heritage and arts trails for example can be used to interpret the heritage of Bromsgrove town centre including notable buildings. We cannot underestimate the importance of our public realm in creating a character and positive image for Bromsgrove town centre.

Projects

	Year 1 17/18	Year 2 18/19	Year 3 19/20
<p>Bromsgrove Town Centre Public Realm Feasibility Study</p> <p>Mill Lane, Church Street, The Strand, Chapel Street, Worcester Road and New Road are key locations within the town centre where investment in the public realm is prioritised. The feasibility study will explore public realm improvement options for each area, designs and costs.</p>	✓	✓	✓
<p>Declutter</p> <p>Adopt a co-ordinated approach to the design of the public realm in Bromsgrove town centre to address the mix of materials, street furniture and planting schemes. Redundant and poor quality signage will be removed and consideration given to new technologies including digital signage.</p>	✓	✓	✓
<p>Design quality</p> <p>Adopt a co-ordinated palette of street furniture and design to create a welcoming first impression.</p>	✓	✓	✓

Public Realm Projects continued

	Year 1 17/18	Year 2 18/19	Year 3 19/20
Gateways			
Gateways should be attractive and of high quality, drawing the visitor in and around the town centre. They will be easily defined and strengthen links to cycling routes and public transport. New signage and interpretation will be introduced to make visitors aware of what Bromsgrove centre has to offer.	✓	✓	✓
Biodiversity			
Will be a priority where practicable and achievable to maintain and restore the character of the town centre. Spadesbourne Brook will be promoted as an asset to be improved and protected as a unique feature of the town centre.		✓	✓
Bromsgrove in Bloom			
The Heart of England in Bloom campaigns are transforming communities, making them greener and instilling a sense of local pride. The public realm improvements will form the basis of a Bromsgrove in Bloom campaign.		✓	✓
Pop Up Space			
With the economic climate remaining uncertain landlords and property owners are re-thinking their approach to finding tenants for vacant properties. We will work with landlords and commercial agents to promote "pop up" shops enabling businesses to try out their ideas without a long-term lease commitment.	✓	✓	✓
Enforcement			
Use the appropriate enforcement action to tackle long standing issues and offences which detract from the attractiveness and cleanliness of the town centre including derelict buildings and littering.	✓	✓	✓
Business Waste Management and Recycling			
Monitor and review business waste management arrangements in the town centre.	✓	✓	✓

We will create a simple, unfussy, yet creative and colourful public realm.

Historic Environment and Heritage

The protection of the town's heritage is a key component of the plan and statutory protection is afforded to all heritage assets within the town centre. The established street pattern of many parts of the town centre contribute significantly to the character and identity of Bromsgrove which in turn enhances the attractiveness of the town centre for visitors, tourists, existing residents and workers.

In order to protect heritage assets the town centre management structure will support the refurbishment and reuse of listed buildings and enhancement to the public realm to make the most of our strong historical features. Bromsgrove town centre also boasts unique areas that are connected to the main High Street, in particular Worcester Road. We will seek to create a strong identity and brand that will draw visitors to the areas of strong historical and heritage interest.

The Bromsgrove Townscape Heritage Initiative was set up in 2012 and jointly funded by the Heritage Lottery Fund (HLF), Worcestershire County Council and Bromsgrove District Council. The scheme has improved and restored a number of historical buildings in the town centre and vastly improved the public realm on the High Street which celebrates the town's distinctive offer and brings a new vitality to the High Street.

We intend to build on this success and investment to protect and enhance our historical assets and celebrate this medieval market town.

Projects

	Year 1 17/18	Year 2 18/19	Year 3 19/20
Planning	✓	✓	✓
Support the development of partnerships with local businesses to share information and consult on planning applications.			
National Lottery Townscape Heritage Initiative	✓		
Promote the THI initiative to eligible businesses that have not accessed the grant support.			
Interpretation	✓	✓	✓
As part of the public realm improvements and marketing of the area consider the installation of historical information interpretation in paved areas and as mobile apps to celebrate the town's rich history and heritage.			
Local historical societies and community groups	✓	✓	✓
Support and ensure the involvement of local historical societies and groups in projects and initiatives.			
Interactive Heritage Trail		✓	✓
Inclusion of an interactive heritage trail and guided walks using traditional signage, information and new technologies to bring history "alive".			



Agenda Item 10
" Having being brought up in Bromsgrove it was my first choice to continue the business here. We have completed a full refurbishment with the assistance of grant funding and we feel Bromsgrove town is now going places! "

**Phoenix Flooring & Bedrooms,
Bromsgrove Town Centre**

Protect and celebrate our heritage assets and history whilst delivering high quality urban design.

The Future

Bromsgrove BID (2019/2020)

We can consider the potential to undertake a feasibility for a Bromsgrove town centre Business Improvement District in year 3 to provide a 5-year plan and financial sustainability in the town centre.

Business Improvement Districts are an arrangement whereby businesses in Bromsgrove town centre could come together and decide which improvements they feel could be made in Bromsgrove town centre and how they will implement the improvements and the cost.

BIDs are financed and controlled by the businesses within the selected boundary area. BIDs can run for a maximum of five years and during this time they must be able to show they are benefiting the businesses which pay the levy and fund the business plan. After this five year period businesses are balloted on whether they wish to continue with a subsequent five year period.

There are more than 200 BIDs operating all over the UK. Businesses within BIDs boast increases in footfall and trading figures, more inward investment and communication between businesses and the Local Authority. After their first term nine out of ten BIDs continue after a re-ballot with a higher turnout and a stronger mandate.

For a BID ballot to be successful two conditions must be met

- More than 50% of businesses must vote in favour of the BID
- Those businesses that vote in favour must represent more than 50% of the total rateable value of all votes cast

Why should businesses support a BID?

BIDs have the proven ability and track record of increasing visitors and footfall to an area, reduce premiums and improve the business environment. As they run for 5 years it gives businesses and Bromsgrove town centre the opportunity to plan ahead and deliver innovative projects and target investment.

BIDs have a proven track record of improving towns and putting control in the hands of businesses.



Rubery Village

Rubery is split between the Bromsgrove District of Worcestershire and Birmingham itself. The main arterial route to the South West the A38 leads from Birmingham city centre through Rubery, Bromsgrove and Worcester.

Rubery Village is a traditional local centre which has the presence of key national retailers alongside a strong and diverse mix of independent businesses. More recently Rubery Village has seen a number of businesses undertaking refurbishments and new fledgling businesses taking their first steps.

The challenges for Rubery Village is the lack of large scale floorspace to attract national retailers or mixed use development and the proximity of the Longbridge development and Great Park which has a strong leisure offer.

The public realm in Rubery Village is generally poor and as most business frontages are privately owned it is difficult to manage. An early priority identified as a catalyst to strengthen business confidence, attract new outlets and create local pride is a public realm enhancement scheme.

In partnership with NWedR, Bromsgrove District Council, Worcestershire County Council over £100,000 of investment has been secured to undertake a "declutter" of street furniture and signage including bollards, bins, benches, planters and display boards. Lighting columns will be refurbished and LED lighting installed.

The plan also aspires to bring back green areas with vibrant and attractive planting. We are confident that this substantial investment will be a vote of confidence and a trigger for businesses to improve and transform their frontages.

" I started the business in 2015 and haven't looked back! We are more than a tea room and play a large role in the local community. We have launched our own charity - Polly's Precious Moments to support terminally ill people and their families and offer a very warm welcome to visitors old and new "

**32 Polly Put The Kettle On,
Rubery Village**



Rubery Village Projects

	Year 1 17/18	Year 2 18/19	Year 3 19/20
Rubery Village Environmental Enhancement Scheme 2017/18			
Implement a £100,000 public realm environmental enhancement and “declutter” scheme to improve the overall appearance of Rubery Village.	✓	✓	
Car parking Review			
Review the car parking arrangements in Rubery Village.		✓	
Radio Link Scheme			
Introduce a new digital radio link scheme to improve business-to-business communication and the sharing of information to reduce crime and anti-social behaviour.		✓	
Business Support			
Businesses have a clear and efficient pathway to business and grant support.	✓	✓	✓
Rubery Village Business Association			
Support the RVBA to widen their remit and membership to strengthen business communication.	✓	✓	✓
Events			
In partnership with the RVBA, local community groups and businesses develop the events offer.	✓	✓	✓
Rubery in Bloom			
Support and promote the aims of Rubery in Bloom.	✓	✓	✓
Better Bromsgrove Website			
Rubery Village page on the Better Bromsgrove website and link to the Rubery Community Website to promote community initiatives and events.	✓	✓	✓

Public realm improvements will be a catalyst to revive local pride and reward local loyalty.

Barnt Green Village

Barnt Green Village retains a true rural feel surrounded by green belt land and the Lickey Hills Country Park. A linear village it offers high-end quality outlets, key services, primary school, social club, pub, and park and railway station.

Strong business confidence and demand in the Village is evident by the lack of empty retail premises, well established businesses, and quick turnaround of void properties and relocation of existing businesses to larger units.

The public realm is generally of good quality with planters and hanging baskets being provided by Barnt Green Village Parish Council and maintained by businesses and volunteers.

A key strength of the Village is the Barnt Green Railway Station. The Cross City Line Redditch to Lichfield and the Birmingham to Worcester via Bromsgrove Line offer opportunities to further promote the Village as a destination for its local offer in combination with a "Barnt Green Day Out" theme with popular local walking routes.

The key priorities identified in Barnt Green Village are marketing and promotion including events and car parking arrangements.



" We are a mother and daughter owned business of 20 years and with Elizabeth make a great team. We offer that personal touch for weddings and other special occasions and with free local delivery it pays to shop local. "

Page 214

Barnt Green Village Projects

	Year 1 17/18	Year 2 18/19	Year 3 19/20
Car Parking Review	✓	✓	
Support Barnt Green Parish Council review of car parking arrangements and assist with business participation.			
Marketing and Promotion	✓		
Develop a marketing and promotion plan for the Village.			
Events	✓	✓	✓
Develop a calendar of events to include the Christmas Light Switch On and "Barnt Green Buskers" event.			
Whatsapp'ning	✓		
Launch a business-to-business WhatsApp group to strengthen communication between businesses and partners.			
Public Realm		✓	
We will develop a public realm plan to further improve the overall appearance of the Village.			
Barnt Green Village Team	✓		
Establishment of a Barnt Green Village Team to work in partnership with Barnt Green Parish Council and Bromsgrove District Council to develop and deliver projects.			
Business Support	✓	✓	✓
Training businesses in the use of social media to expand their marketing and performance.			

We will support Barnt Green to promote its unique Village identity and location to reconnect with the local community.

Hagley Village

The village lies at the foot of the Clent Hills, and is served by its own railway station on the Kidderminster to Birmingham line.

Hagley Village is a centre that offers a wide range of independents. A strong community spirit and local pride is evident through the quality of public realm and presentation of shop frontages and window displays. There are very few empty units and those that do become available are occupied quickly.

Investment confidence is demonstrated by the refurbishment of the Co-op supermarket and Bathams opening a public house in the centre of the Village. The village is also served by key services, community centre, Church, Library and benefits from playing fields that host a variety of events.

The commitment of local businesses to the ongoing success and economic viability of the Village is clear and a Hagley Village "team" has been established to take forward projects and raise the profile of the centre.



"When the best placed gift shop came up for sale I jumped in - right at the deep end! Lily Blue is going on the road and expanding our chocolate offer, 2018 will be a busy year."

Page 216

Hagley Village Projects

	Year 1 17/18	Year 2 18/19	Year 3 19/20
Car parking Review		✓	
Support Hagley Village Parish Council review of car parking arrangements in Hagley Village centre and assist with business participation in consultation exercises.		✓	
Marketing and Promotion	✓		
Develop a marketing and promotion plan for Hagley Village under the Better Bromsgrove branding for a co-ordinated and coherent approach.	✓		
Events	✓	✓	✓
Develop a calendar of events including the Christmas Light Switch On event.	✓	✓	✓
Themed Markets		✓	✓
Develop the market offer in Hagley Village making use of the green open space.		✓	✓
Communication	✓		
Launch a business-to-business communication scheme to exchange information.	✓		
Public Realm		✓	
We will develop a public realm plan to further improve the overall appearance of the Village.		✓	
Business Support	✓	✓	✓
Social media training for independent businesses to help them improve their online presence and increase trade.	✓	✓	✓
Best Bar None		✓	
Extend the Best Bar None Scheme Bromsgrove into Hagley Village.		✓	

By harnessing the strong business community spirit in Hagley Village we can develop and promote its eclectic mix of shops and venues.

Alvechurch Village

Alvechurch Village Centre is a designated Conservation Area and host to a number of listed buildings originating from the 15th century. The Village benefits from good transport links including the north/south A441 and the east/west M42, by rail the Redditch/Lichfield cross-city service, and the Worcester Birmingham canal.

Alvechurch Village has a cluster of businesses with a strong local offer including the award winning E.J. Crow & Son butchers, fresh produce, chip shop, cafe including a community run youth cafe, pubs, Parish Council offices and complementary services.

Alvechurch Village has a strong historical identity and the square lends itself to the development of events and projects that reflect the areas heritage and celebrates the community spirit of the Village.



" This has been a barber shop for over 80 years and I've been here for 26 years. I love being in Alvechurch and the local people are great. I am a barber to generations of families and the business is very close to my heart. This is why supporting your local businesses is so important. "

Page 218

Alvechurch Village Projects

	Year 1 17/18	Year 2 18/19	Year 3 19/20
Business Survey	✓		
Undertake a business survey to establish the priorities and aspirations of the Alvechurch Village business sector.			
Alvechurch Village Team	✓	✓	
Establish an Alvechurch Team in partnership with Alvechurch Parish Council to strengthen the communication and relationship with local businesses.			
Marketing and Promotion	✓	✓	
Develop a marketing and promotion plan for Alvechurch Village under the Better Bromsgrove branding for a co-ordinated and coherent approach.			
Events	✓	✓	
Develop a calendar of events including a Christmas Light Switch On event in the square.			
Public Realm	✓	✓	
Improvement of the public realm to include car parking and access.			
Business Support	✓	✓	
We will support the aims of the Alvechurch Neighbourhood Plan aims to provide and signpost to business support.			

Outdoor events and targeted marketing will bring a new energy to the Village Centre whilst protecting and celebrating its unique characteristics.

Catshill

With nearby access to the M5 and M42 motorways, Catshill is within commuting distance by car to both Worcester and Birmingham and as a result the population of the village has grown in recent years.

The local community is served by Catshill Centre, a parade of shops and services nestled in the community with a very local offer. Nationals such as Spar and Co-op have a presence, however the parade is predominantly independents and mainly fast food outlets, fresh produce, a chemist and tattoo business.

There are no vacant premises within the parade of shops and businesses appear to be well established. However, the public realm in and around the parade is poor with no apparent planting theme, overgrown and dense vegetation, weeded paved areas and a lack of colour.

Many of the shop frontages are privately owned and offer an opportunity to engage the businesses in a public realm plan to improve the overall appearance of the Centre. The Village Hall sits opposite the shops and is widely used by the local community and voluntary groups. Again this offers an opportunity for businesses to develop new events and establish a relationship with the local community and visitors.

With its rich history and heritage and local appeal Catshill centre is well placed to strengthen its appeal and appearance to ensure the long-term sustainability of the area.

Projects

	Year 1 17/18	Year 2 18/19	Year 3 19/20
Marketing and Promotion			
Develop a marketing and promotion plan for Catshill under the Better Bromsgrove branding for a co-ordinated and coherent approach.	✓		
Events			
Develop a calendar of events including themed markets and annual events including a Christmas themed event.	✓		
Public Realm			
We will develop a public realm plan to further improve the overall appearance of the Catshill centre including the opportunities to improve shop frontages.	✓	✓	✓

With a mix of local and internationally renowned businesses we can make Catshill bloom and grow.



" I grew up and raised my family in Catshill. That's why I opened my business here; I like feeling at home and part of the local community. Tattoo Art is our next new business venture - we are fully behind plans to improve Catshill centre! "



" We are a local and small family business that has been serving the community for 16 years. We've been moving the same families for over 10 years through different stages of their life. We don't sell houses, we sell homes. "

Wythall

Wythall is situated in the north east corner of Worcestershire within the District of Bromsgrove and the County of Worcestershire. The village shares borders with Solihull and Birmingham with a population of over 12,000.

Wythall Parish Council produces a twice-yearly newsletter which is informative and promotes a wide range of community initiatives and achievements indicating a strong local pride and community spirit.

Drakes Cross is considered the Wythall "centre" and offers a very local service to the community with a healthy mix of retail and services.

Projects

	Year 1 17/18	Year 2 18/19	Year 3 19/20
Business Survey	✓		
Undertake a business survey of Wythall Centre to determine priorities and projects.			
Bromsgrove Centres Manager	✓	✓	✓
To be a point of contact for businesses and Wythall Parish Council.			
Better Bromsgrove Together	✓	✓	✓
Offer free promotion to Wythall community events and promote business advertising opportunities in the magazine.			
Business Support	✓	✓	✓
Businesses have a clear and efficient pathway to business and grant support.			

Drakes Cross as the Wythall Centre has a true sense of belonging and a strong local offer.

Key Performance Indicators

KPI	Frequency	Responsibility
<p>Population Demographics 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>Regeneration and Development 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>Vacant and Derelict Properties & Sites 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>Rental Values 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>Car Park use and Revenue Income The use and revenue yield of off-street paid Bromsgrove District Council owned car parks.</p>	Quarterly	Bromsgrove District Council
<p>Public Transport Use of alternative modes of transport in Bromsgrove town centre.</p>	Quarterly	Worcestershire County Council Transport Operators

KPI	Frequency	Responsibility
<p>Safety and Security 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-on-year.</p>	6-weekly	West Mercia Police Safer Bromsgrove Partnership
Number of venues gaining the Best Bar None accreditation year-on-year.	Quarterly	Best Bar None Steering Group
<p>Leisure, Culture & Tourism Ticket sales, visitor numbers, events held etc. for Bromsgrove District Council owned venues and facilities.</p>	Quarterly	Bromsgrove District Council
<p>Residential Properties Percentage of residential properties in Bromsgrove town centre including date on Council Tax bands.</p>	Annually	Bromsgrove District Council
<p>Visual Appearance Built into customer and residential surveys.</p>	Annually	Bromsgrove Centres Manager
Visual surveys with Bromsgrove District Council Place Team & Bromsgrove Centres Manager.	Bi-monthly	BDC Place Team Bromsgrove Centres Manager
<p>Visitor Numbers & Events Visual estimate of visitor numbers including a sample survey of businesses regarding performance and takings.</p>	At each event	Event Organiser
<p>Social Media Likes, follows and shares on social media sites.</p>	Monthly	Bromsgrove & Redditch Communications Team
<p>Business Survey Business survey of all centres.</p>	Annually	Bromsgrove Centres Manager Bromsgrove BDC Parish Council
<p>Bromsgrove Town Centre Database Categorised by class to determine sector representation and gaps in retail offer.</p>	Quarterly	Bromsgrove Centres Manager
<p>Bromsgrove Markets Occupancy rates, quality, offer and management of markets provision.</p>	Quarterly	CJ Events Warwickshire Limited



" We are so much more than a venue offering a great place to eat & drink, free access computers, local food and family friendly atmosphere and events. In the evening its turned over to the Communities Together (ACT) youth project. With the help of fundraisers and our supporters our future looks bright! "

The Lounge, Alvechurch Village

Page 226

46 Internet Café, Youth & Community Venue



**With thanks to Ed Moss Photography and
Grace Kemp - Queen of Hearts Photography**

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CABINET

1st November 2017

MEDIUM TERM FINANCIAL PLAN 2018/19 – 2021-22 – BUDGET ASSUMPTIONS

Relevant Portfolio Holder	Cllr Brian Cooper
Portfolio Holder Consulted	Yes
Relevant Head of Service	Jayne Pickering (Exec Director)
Wards Affected	All
Ward Councillor Consulted	None specific

1. SUMMARY OF PROPOSALS

- 1.1 To recommend the budget assumptions to be used in preparing the detailed 2018/19 budget and provisional budgets for 2019/20-2021/22.

2. RECOMMENDATIONS

- 2.1 That Cabinet recommend to Council that the revenue assumptions detailed in 3.4 be incorporated into the budget setting process.**

3. KEY ISSUES

Financial Implications

- 3.1 The Council is legally obliged to set a balanced budget. The budget setting process is complex and must be undertaken in a planned way. It is equally important that assumptions used in the preparation of the budget are agreed, reasonable and consistently applied by all services. A number of recommendations from the Councils External Auditors, Grant Thornton, are addressed by ensuring robust assumptions and a transparent planned approach is undertaken when agreeing the budget. It is proposed that a 4 year financial model is prepared for the Medium Term Financial Plan.
- 3.2 The budget forecasts will be based on a number of assumptions, known levels of expenditure and anticipated levels of resources. It is anticipated that the Autumn Budget on 22nd November will confirm the assumptions relating to external funding and financial pressures that the Council may face over the next 4 years. There are a number of areas of the Council's budget where risks to the projections contained in this report have been identified. The most significant of these are:-

- The Autumn Budget and associated implications.

- Confirmation of the New Homes Bonus will reduce to four years from 2018/19. This accounts for a significant level of funding and any further reductions in allocation would have a detrimental impact on the Councils financial position
- Potential additional resources from the proposed Worcestershire Business Rate 100% pilot.
- Monitoring of the 2017/18 budget will provide Cabinet with regular updates on any pressures/savings for the Council. Any associated on going implications will be incorporated into the budget projections for 2018/19 and future years.
- Savings – The detailed plans to deliver the level of savings required for 2018/19- 2021/22 are currently being considered in line with the efficiency plan. It is accepted that the savings require clear monitoring to ensure they are being delivered.
- Specific Grants and Contributions – The number and amount of specific grants received by the Council may be lower/higher than anticipated. The budget assumes no increase or reduction in specific grants. If the grant decreases, the associated expenditure must also be reduced to reflect the reduction in the grant received.
- Council Tax – Central Government provided a cap on the amount of Council Tax increase a Local Authority could make before a referendum of the local residents was required. The budget assumes a £5 increase in 2018/19-2021/22
- Council Services- The impact of the economic climate on the residents of Bromsgrove and the increased demand this may have for Council Services could impact on cost of services as could general demographic changes.
- Inflation - Impact of changes in the price of goods and services used by the Council compared to the percentage assumed in the budget projections.
- Fees and charges income – Impact of any economic slowdown on levels of usage of charged for Council services could lead to income levels not being achieved.

3.3 The timing of the Autumn Budget means that this report is based on the available information at this point in time. Future reports will make Cabinet aware of any changes that impact on the current budget assumptions.

- 3.4 As part of the budget setting process the Council makes a number of assumptions in respect of the key elements of the Council's revenue budget. The following paragraphs in this section outline the areas where these assumptions are made.

Council Tax

The budget assumes an increase in Council Tax for 2018/19-2021/22 of £5.

Pay Inflation

The budget assumes that the pay award will be 2% for 2018/19-2021/22.

Superannuation Rates

The 3 year actuarial valuation has provided certainty of the forward rate 2017/18 to 2019/20 at 14.4%. In order to achieve a discount from our pension costs the Council has made an advance payment of 90% of the anticipated future payments 2017/18 to 2019/20. This has achieved an average saving of £78k per annum after allowing for interest cost. For the medium term financial plan it is assumed that this will be repeated in 2020/21 to continue receiving this discount.

The Council has made an advance payment of the backfunding also providing certainty for 2017/18 to 2019/20. As with the forward rate an advance payment has been made but for all the backfunding costs 2017/18 to 2019/2. This has achieved an average of £59k per annum after allowing for interest cost. For the medium term financial plan it is assumed that this will be repeated in 2020/21 to continue receiving this discount..

The risk is the later years of the medium term financial plan following the next actuarial valuation in 2019 which will impact 2020/21-2022/23. Although it is planned to continue with the advance payment arrangements to achieve a discount the trend is for the underlying pension costs to increase.

Price Inflation

The budget assumes 0% inflation across the majority of the Council's non-pay expenditure budgets including grants that the Council gives out. Contractual arrangements and other significant inflation issues will be considered on a case by case basis. It is proposed that utilities are increased by 6% and Business rates increased 3.9% (retail price index in September 2017).

Discretionary Fees and Charges

Fees and Charges are reviewed on an annual basis and officers assess the impact of increases in income charges on the demand on the services. It is recommended that, in line with the current Medium Term Financial Plan the increase for 2018/19 – 2021/22 be 2.8% being the customer price inflation (CPI) for September 2017. The total additional income generated from the 2.8% increase is approximately £140k and therefore any reduction on 2.8% would have to be included as a budget pressure for 2018/19-2021/22. Service managers have been asked to analyse their current fees and charges taking into consideration cost recovery, current usage/demand with a view to optimising income to the Council. Any increase above 2.8% will be explained by officers within the fees and charges report in December.

3.5 Capital

Heads of Service are currently undertaking a full review of the capital programme which will provide a four year capital programme for 2018/19-2021/22 taking into consideration the estimated reduction in capital resources and the limited revenue funding available for Capital Schemes in these years. A report to Cabinet in January will recommend the 4 year programme.

- 3.6 This is an initial report on the budget process which identifies the decision making, assumptions and principles. The forecasts will be refined over the coming months and further reports will be presented to Cabinet leading up to the approval of the budget and Council Tax in February 2018.

Legal Implications

- 3.7 The Council is under a duty to calculate the budget in accordance with Section 32 of the Local Government Finance Act 1992 and must make three calculations namely:
- An estimate of the Council's gross revenue expenditure; an estimate of anticipated income and a calculation of the difference between the two. The amount of the budget requirement must be sufficient to meet the Council's budget commitments and ensure a balanced budget. The amount of the budget requirement must leave the Council with adequate financial reserves. The level of budget requirement must not be unreasonable having regard to the Council's fiduciary duty to its Council Tax payers and non-domestic rate payers.

Service / Operational Implications

- 3.8 Budget Holders will prepare budgets to enable services to be delivered to meet the Councils Strategic Purposes. It is expected that officers will work across the organisation to establish financial projections that best meet the wider community needs and identify any savings or additional income to fund any budget shortfalls.

Customer / Equalities and Diversity Implications

- 3.9 Clarity on budget assumptions will ensure services are delivered to meet customer needs and expectations

4. RISK MANAGEMENT

- 4.1 The risks associated with the budget process and calculations mainly relate to the uncertainties around external funding and the resulting pressures on the budget. To mitigate this risk officer's will work on a number of scenarios to ensure all options can be reported to members in a timely fashion.

AUTHOR OF REPORT

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