



## **BROMSGROVE DISTRICT COUNCIL**

### **CABINET**

**WEDNESDAY, 5TH NOVEMBER 2008 AT 6.00 P.M.**

**COMMITTEE ROOM, THE COUNCIL HOUSE, BURCOT LANE, BROMSGROVE**

### **AGENDA**

**MEMBERS:** Councillors R. Hollingworth (Leader), Mrs. J. M. L. A. Griffiths (Deputy Leader), Dr. D. W. P. Booth JP, G. N. Denaro, Mrs. J. Dyer M.B.E., Mrs. M. A. Sherrey JP, R. D. Smith, M. J. A. Webb and P. J. Whittaker

1. To receive apologies for absence
2. Declarations of Interest
3. To confirm the accuracy of the minutes of the meetings of the Cabinet held on 1st October and 22nd October 2008 (Pages 1 - 8)
4. Minutes of the meeting of the Performance Management Board held on 21st October 2008 (Pages 9 - 12)
  - (a) To receive and note the minutes
  - (b) To consider any recommendations contained within the minutes
5. Minutes of the meeting of the Audit Board held on 29th September 2008 (Pages 13 - 14)
  - (a) To receive and note the minutes
  - (b) To consider any recommendations contained within the minutes
6. Minutes of the meeting of the Local Development Framework Working Group held on 23rd October 2008 (to follow)
  - (a) To receive and note the minutes
  - (b) To consider any recommendations contained within the minutes
7. Matters arising from the meeting of the Shared Services Board held on 28th October 2008 (to follow)

8. Bromsgrove Town Centre (Market Hall) (Pages 15 - 28)
9. Sports Strategy (Pages 29 - 80)
10. DCFS Play Builder Funding - Lickey End Recreation Ground (Pages 81 - 86)
11. Spatial Project - Phase 2 (Pages 87 - 94)
12. Communications Strategy Review 2008 (Pages 95 - 132)
13. Community Engagement Strategy (Pages 133 - 178)
14. Community Strategy Annual Report 2007-08 (Pages 179 - 258)
15. Community Strategy Update 2008-2011 (Pages 259 - 352)
16. Improvement Plan Exception Report (August 2008) (Pages 353 - 372)
17. Christmas Lights (Pages 373 - 376)
18. Medium Term Financial Plan (Pages 377 - 392)
19. 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
20. To consider, and if considered appropriate, to pass the following resolution to exclude the public from the meeting during the consideration of items of business containing exempt information -

**"RESOLVED:** that under Section 100 I of the Local Government Act 1972, as amended, the public be excluded from the meeting during the consideration of the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A to the Act, as amended, the relevant paragraph of that part, in each case, being as set out below, and that it is in the public interest to do so:-

<u>Item No.</u>	<u>Paragraph(s)</u>
21	4
22	4

21. Review of Planning and Environment Services (Pages 393 - 430)
22. Worcestershire Hub - Future Strategic Direction and Establishment of Shared Service (Pages 431 - 446)

The Council House  
Burcot Lane  
BROMSGROVE  
Worcestershire  
B60 1AA

27th October 2008

K. DICKS  
Chief Executive

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# Agenda Item 3

## BROMSGROVE DISTRICT COUNCIL

### MEETING OF THE CABINET

WEDNESDAY, 1ST OCTOBER 2008, AT 6.00 P.M.

PRESENT: Councillors R. Hollingworth (Leader), Mrs. J. M. L. A. Griffiths (Deputy Leader), Dr. D. W. P. Booth JP, G. N. Denaro, Mrs. J. Dyer M.B.E., Mrs. M. A. Sherrey JP, R. D. Smith, M. J. A. Webb and P. J. Whittaker

Observers: Councillor D. L. Pardoe

Officers: Mr. T. Beirne, Mr. P. Street, Mr. H. Bennett, Mr. M. Bell, Mrs. C. Felton, Mr. J. Godwin, Mr. D. Hammond, Ms. J. Pickering, Ms. D. Poole, Mrs. D. Warren, Mr. M. Dunphy and Ms. R. Cole.

60/08 **APOLOGIES**

No apologies for absence were received.

61/08 **DECLARATIONS OF INTEREST**

No declarations of interest were received.

62/08 **MINUTES**

The minutes of the meeting of the Cabinet held on 3rd September 2008 were submitted.

**RESOLVED** that the minutes be approved as a correct record.

63/08 **SCRUTINY STEERING BOARD**

The minutes of the meeting of the Scrutiny Steering Board held on 2nd September 2008 were submitted.

**RESOLVED** that the minutes be noted.

64/08 **AUDIT BOARD**

The minutes of the meeting of the Audit Board held on 15th September 2008 were submitted.

**RESOLVED:**

- (a) that the minutes be noted; and
- (b) that the recommendations contained at Minute No. 20/08 (Local Neighbourhood Partnerships) be approved.

65/08 **PERFORMANCE MANAGEMENT BOARD**

The minutes of the meeting of the Performance Management Board held on 16th September 2008 were submitted.

**RESOLVED:**

- (a) that the minutes be noted;
- (b) that the recommendation contained at Minute No. 46/08 (Town Centre Update) to give consideration to these matters as part of the Town Centre redevelopment be approved; and
- (c) that the recommendation contained at Minute No. 47/08 (Spatial Project Monitoring Report) be approved.

66/08 **LOCAL DEVELOPMENT FRAMEWORK WORKING GROUP**

The minutes of the Local Development Framework Working Party held on 17th September 2008 were submitted.

**RESOLVED** that the minutes be noted.

67/08 **LOCAL STRATEGIC PARTNERSHIP BOARD**

The minutes of the meeting of the Local Strategic Partnership Board held on 7th August 2008 were submitted.

**RESOLVED** that the minutes be noted.

68/08 **EQUALITY AND DIVERSITY FORUM**

The minutes of the Equality and Diversity Forum held on 14th August 2008 were submitted.

**RESOLVED** that the minutes be noted.

69/08 **REFERRAL FROM SCRUTINY STEERING BOARD - CAR PARKING FOR BLUE BADGE HOLDERS**

The Cabinet considered a report on the referral from the Scrutiny Steering Board of a request received from a member of the public for re-evaluation of car parking issues in respect of those holding a Blue Badge.

It was noted that further information in relation to this issue would be available prior to 2009/2010 budget discussions in December 2008 and the issue would be considered fully as part of those discussions.

**RESOLVED** that further consideration be given to the issues relating to car parking for Blue Badge holders as part of the discussions on the 2009/2010 budget.

70/08    **LONGBRIDGE PROTOCOL**

Consideration was given to a report on the progress achieved to date, together with further steps which would be required, in the establishment of appropriate and effective working arrangements to assist with the delivery of the Longbridge Area Action Plan (AAP). The report also gave details of the progress made in determining a memorandum of understanding between this Council, Birmingham City Council and Worcestershire County Council.

**RESOLVED:**

- (a) that the work undertaken so far in relation to the delivery of the Longbridge AAP be noted and that the proposal as set out in the report to establish a working group and a higher level steering group to consist of appropriate officers from the three Councils involved be approved; and
- (b) that the progress made so far in determining a memorandum of understanding between the three Councils involved be noted and that authority to finalise this document be delegated to the Head of Legal, Equalities and Democratic Services.

71/08    **LOCAL GOVERNMENT ACT 1972**

**RESOLVED** that under Section 100 1 of the Local Government Act 1972, as amended, the public be excluded from the meeting during the consideration of the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in Part 1 of Schedule 12A to the Act, as amended, the relevant paragraph of that part being as set out below, and that it is in the public interest to do so:-

<u>Minute No.</u>	<u>Paragraph</u>
72/08 (part)	5

72/08    **THE FUTURE OF BROMSGROVE MUSEUM**

Consideration was given to a report on options for addressing the future of the Norton Collection and the Bromsgrove Museum including the proposal submitted by the Consortium "The Friends of the Museum". Cabinet Members were reminded of their separate roles as Members of the District Council and as Trustees of the Collection.

Detailed consideration was given to the financial aspects of the current situation and the likely future budget implications.

The Cabinet were conscious of the need to consider the issues in the light of the agreed priorities of the Council, the need to achieve value for money and to ensure the best use of the assets of the Council. This had to be balanced against the benefit to the public of the museum, including the historical and educational value of the collection and its role in preserving the heritage of the District.

During part of the discussion the public were excluded from the meeting as referred to in Minute No. 71/08 above. In response to a query from a Member, the Head of Legal, Equalities and Democratic Services advised on the possible legal implications which had to be taken into consideration as part of the decision making process.

Following consideration of the options set out in the report, option 5 was favoured and it was therefore

**RECOMMENDED:**

- (a) that the Museum be closed permanently;
- (b) that authority be delegated to the Executive Director – Partnerships and Projects to set up a suitable advisory group to investigate the costs and implications of option 5 (including taking specialist legal advice, specialist advice on removal and storage of the Collection and future management of the Collection) and to report back to Council to request the release of appropriate funding from balances to effect option 5;
- (c) that authority be delegated to the Head of Legal, Equalities and Democratic Services, in consultation with the Executive Director – Partnerships and Projects and the relevant Portfolio Holder to amend the Trust Deed in such a manner as is considered appropriate;
- (d) that the artefacts within the Collection be catalogued;
- (e) that the artefacts within the Collection be professionally moved and stored.

**(For the avoidance of doubt please note that (a), (b) and (c) above are recommended to the Council in its capacity as Local Authority and (d) and (e) above are recommended to the Council in its capacity as Trustee.)**

**RESOLVED:**

- (a) that the business tenancy be terminated;
- (b) that the Premises be sold or utilised for the best price achievable and that authority be delegated to the Corporate Property Officer to effect this; and
- (c) that authority be delegated to the Corporate Property Officer to identify a suitable location for the storage of reserve artefacts from the Collection free of charge.

73/08 **FIXED PENALTY NOTICES**

Consideration was given to a report on the possible introduction of a system to address the issue of environmental crime such as dog fouling, litter, graffiti and fly tipping within the District. This would include the issuing of fixed penalty notices and the introduction of an interagency enforcement policy. It was reported that an officer working group had been established to begin to look at the issues involved in managing and enforcing environmental issues within the proposed framework. It was noted that a more detailed report would be submitted at a later date.



**RESOLVED:**

- (a) that the initial work undertaken be noted; and
- (b) that the introduction of a fixed penalty notice system together with a process for the establishment of an interagency enforcement policy to address environmental crime within the District be approved in principle and that a detailed report be considered in due course.

74/08 **ASSETS MANAGEMENT PLAN**

Consideration was given to a report relating to the framework for local authority asset management, including a revised Assets Management Plan, together with proposals for management and delivery of the Council's assets management functions.

**RESOLVED:**

- (a) that the revised Assets Management Plan together with the associated Assets Management Action Plan set out in Appendix 1 to the report be approved;
- (b) that a review of the Council's investment property be undertaken in accordance with the overarching Assets Management Plan and the guidance of the Council's external auditor on the basis that the review includes the potential disposal of property; and
- (c) that authority to dispose of assets which do not meet the retention criteria be delegated to the Corporate Property Officer and the Executive Director – Services in consultation with the relevant Portfolio Holder.

75/08 **IMPROVEMENT PLAN EXCEPTIONS REPORT (JULY 2008)**

Consideration was given to the Improvement Plan Exception Report for July 2008. The Portfolio Holder referred to a small discrepancy between the figures and the text of the report relating to red and re scheduled actions. This did not materially affect the overall report and it was noted that the figures contained in appendix 1 were correct.

**RESOLVED:** that the revisions to the Improvement Plan Exception Report and the corrective action being taken be noted.

76/08 **INTEGRATED FINANCIAL AND PERFORMANCE TIMETABLE**

The Cabinet considered a report on a detailed integrated financial and performance timetable in respect of the forthcoming budget process. It was noted that the Special Cabinet meeting included for 18th February 2009 would not now be required as the setting of the Council Tax level would be going directly to Council.

**RESOLVED** that subject to the deletion of the Special Cabinet meeting on 18th February 2009, the Integrated Financial and Performance Timetable be noted.

77/08 **FOOD STANDARDS AGENCY AUDIT OF FOOD LAW ENFORCEMENT SERVICE**

The Cabinet considered a report on the outcome of an audit of the Council's food law enforcement service undertaken in July 2008 by the Food Standards Agency (FSA). The report also included an action plan to address the recommendations made by the FSA. It was noted that the introduction of revised policies and procedures together with the proposed transition to a new food premises database would resolve many of the issues raised. The action plan would be completed by 30th June 2009.

**RESOLVED:**

- (a) that the findings of the FSA following their audit of the Council's food law enforcement service be noted;
- (b) that the action plan to address the recommendations made by the FSA attached as appendix 1 to the report be approved.

The meeting closed at 7.35 p.m.

Chairman

**BROMSGROVE DISTRICT COUNCIL**

**MEETING OF THE CABINET**

**WEDNESDAY, 22ND OCTOBER 2008, AT 6.00 P.M.**

PRESENT: Councillors R. Hollingworth (Leader), Mrs. J. M. L. A. Griffiths (Deputy Leader), Dr. D. W. P. Booth JP, Mrs. J. Dyer M.B.E., Mrs. M. A. Sherrey JP, R. D. Smith, M. J. A. Webb and P. J. Whittaker

Observers: Councillor D. Pardoe

Officers: Mr. K. Dicks, Mr. M. Bell, Mrs. C. Felton, Mr. D. Hammond, Ms. J. Pickering, Ms. J. Pitman, Ms. D. Poole and Mr. J. Godwin

78/08 **APOLOGIES**

An apology for absence was received from Councillor G. N. Denaro.

79/08 **DECLARATIONS OF INTEREST**

No declarations of interest were received.

80/08 **LOCAL GOVERNMENT ACT 1972**

**RESOLVED** that under Section 100 1 of the Local Government Act 1972, as amended, the public be excluded from the meeting during the consideration of the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in Part 1 of Schedule 12A to the Act, as amended, the relevant paragraph of that part being as set out below, and that it is in the public interest to do so:-

<u>Minute No.</u>	<u>Paragraph</u>
81/08	4

81/08 **CONSIDERING A WAY FORWARD FOR IMPLEMENTATION OF SINGLE STATUS/JOB EVALUATION**

The Cabinet considered a report on the current position regarding the negotiations in respect of Single Status/Job Evaluation together with options to progress the matter. Following detailed discussion it was

**RESOLVED:**

- (a) that a statutory period of 90 days consultation with the trade unions and the Department for Business Enterprise and Regulatory Reform should begin immediately with a view to it potentially leading to a process of dismissal and re-engagement in order for the changes to contracts to be implemented;

- (b) that this consultation should be conducted with a view to reaching agreement and achieving implementation through a Collective Agreement with the trade unions;
- (c) that if a Collective Agreement can be reached with the trade unions during the 90 day period, authority be delegated to the Head of Human Resources and Organisational Development and the Head of Financial Services to implement the changes to contracts of employment, but only if a Collective Agreement is reached during this period and if the proposals remain within budget;
- (d) that the proposed new pay structure and changes to terms and conditions of employment, including the extended protection period, be approved, ready for implementation, subject to the ongoing consultation period;
- (e) that another special meeting of the Cabinet be set up immediately following the end of the 90 day period to update Cabinet on the status of negotiations and so that they may consider, at that time, whether dismissal and re-engagement is necessary; and
- (f) that in view of the very serious nature of the matter, delegated authority to determine whether dismissal and re-engagement processes should proceed at the end of the 90 day period be not granted to officers as Cabinet wish to reserve this judgement for themselves.

The meeting closed at 7.05 pm

Chairman

# Agenda Item 4

## BROMSGROVE DISTRICT COUNCIL

### MEETING OF THE PERFORMANCE MANAGEMENT BOARD

TUESDAY, 21ST OCTOBER 2008, AT 6.00 P.M.

PRESENT: Councillors J. T. Duddy (Chairman), C. B. Taylor (Vice-Chairman), Mrs. M. Bunker, S. R. Colella and Mrs. A. E. Doyle and E. J. Murray

Observers: Councillors P. M. McDonald and D. L. Pardoe

Officers: Mr. T. Beirne, Mr. H. Bennett, Mr. M. Bell, Ms. R. Cole and Mrs. P. Ross

54/08 **WELCOME TO THE MEETING**

The Chairman welcomed Councillor E. J. Murray to his first meeting of the Board.

55/08 **APOLOGIES FOR ABSENCE**

There were no apologies for absence

56/08 **DECLARATIONS OF INTEREST**

Councillor S. R. Colella declared a personal interest in agenda item 9 (Improvement Plan Exception Report) as a member of Hagley Parish Council.

Councillor Miss D. H. Campbell declared a personal interest during the discussion on agenda item 9 (Improvement Plan Exception Report) as a member of the Operating Trust of Bromsgrove Arts Centre.

57/08 **MINUTES**

The minutes of the Performance Management Board held on 16th September 2008 were submitted.

**RESOLVED** that the minutes be approved as a correct record.

58/08 **CONCESSIONARY PARKING FOR OVER 60'S**

The Board considered a report on car parking income generated over the first six months following changes to the charging policies introduced on 1st April 2008 including the removal of concessionary passes for the over sixties. It was noted that ticket sales had risen by 1% and overall income had increased by 20% when compared to the same period last year. The income level however was below that which had been predicted in the budget. The Head of Street

Scene and Community reported that a number of factors could have influenced this including a general downturn in the economy.

It was confirmed that consideration was currently being given to possible changes to the car parking service and that these together with all of the financial implications would be considered by Members as part of the budget discussions. Following discussion it was

**RESOLVED** that the report be noted.

59/08 **SPATIAL PROJECT MONITORING REPORT**

Consideration was given to a report which detailed the progress made in respect of the implementation of the Spatial Project. In response to a query, the Executive Director – Services undertook to send Members information on the element of the project relating to Street Scene and Waste Management.

**RESOLVED** that the report be noted and a further update be given at the next meeting of the Board.

60/08 **IMPROVEMENT PLAN EXCEPTION REPORT (AUGUST 2008)**

The Board considered the Improvement Plan Exception Report for August 2008, together with the corrective action being taken as set out in appendix 1 to the report. The Assistant Chief Executive undertook to provide members with additional information regarding the situation in respect of the Parkside site. Following discussion it was

**RESOLVED:**

- (a) that the revisions to the Improvement Plan Exception report together with the corrective action being taken be approved; and
- (b) that it be noted that for the 118 actions highlighted for August 2008 within the plan, 81.4% of the Improvement Plan was on target (green), 3.4% was one month behind (amber) and 14.4% was over one month behind (red).

61/08 **PERFORMANCE REPORT (AUGUST 2008)**

The Board considered a report on the Council's performance as at August 2008. There was discussion in relation to the sickness absence figures and the figures relating to the processing of benefits claims and the steps to be taken to address concerns which had been highlighted in the report.

**RESOLVED:**

- (a) that it be noted that 74% of performance indicators were stable or improving;
- (b) that it be noted that 74% of performance indicators which had a target were meeting their target as at the month end and that 85% of performance indicators which had a target were predicted to meet their target at the year end;

- (c) that the performance figures for August 2008 as set out in the revised Appendix 2 be noted;
- (d) that the particular areas of improvement as summarised in section 3.4 of the report be noted; and
- (e) that the particular areas of concern as summarised in section 3.5 of the report be noted.

The meeting closed at 7.00 p.m.

Chairman

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## BROMSGROVE DISTRICT COUNCIL

### MEETING OF THE AUDIT BOARD

MONDAY, 29TH SEPTEMBER 2008, AT 5.00 P.M.

PRESENT: Councillors S. R. Peters (Chairman), Miss D. H. Campbell JP (during Minute No's 27/08 and 28/08), Ms. H. J. Jones, Mrs. C. J. Spencer and E. C. Tibby

Observers: Councillor G. N. Denaro

Officers: Mr. T. Beirne, Ms. J. Pickering, Ms. K. Firth and Ms. P. Ross

24/08 **RESIGNATION OF COUNCILLOR C. R. SCURRELL AS VICE-CHAIRMAN OF THE AUDIT BOARD**

The Chairman informed Members of the resignation of Councillor Scurrell as Vice Chairman, due to the Council decision that the position of Chairman and Vice Chairman should be held by Members from opposition groups.

**RESOLVED** that the position be noted.

25/08 **APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor C. R. Scurrell and Ms E. Caves, District Auditor, the Audit Commission.

26/08 **DECLARATIONS OF INTEREST**

No declarations of interest were received.

27/08 **MINUTES**

The minutes of the Audit Board held on 15th September 2008 were submitted.

**RESOLVED** that the minutes be approved as a correct record.

28/08 **AUDIT COMMISSION'S INTERNATIONAL STANDARD ON AUDITING (ISA 260)**

The Chairman welcomed Mr. D. Evans, Audit Manager with the Audit Commission, the Council's appointed Auditor. Mr. Evans presented the Annual Governance Report for 2007/08.

It was noted that the Auditor expected to issue an unqualified opinion in relation to the Authority's accounts. In addition it was reported that the Authority had met all 12 of the criteria in relation to economy, effectiveness and efficiency as determined by the Audit Commission which was an improvement on previous years. Regarding financial statements, the statements submitted for audit were of a good standard and although a small number of amendments had been made these were minor in nature and reflected improvements or refinements to the disclosures in the financial statements.

**RESOLVED:**

- (a) that the Annual Governance Report for 2007/08 be noted and approved;
- (b) that the management response to the Annual Governance Report for 2007/08 identifies that the related party transactions have been properly recorded and where appropriate, adequately disclosed in the financial statements; and
- (c) that the draft letter of representation on behalf of the Council as set out at Appendix 1 to the Annual Governance Report be approved; this includes the Council's response to the changes requested on the accounting for prepayments. This issue will be addressed as part of the accounts for 2008/09.
- (d) that the thanks of the Board be expressed to both internal officers and the Audit Commission for the valuable and beneficial working relationship which had taken place during the audit process.

The meeting closed at 5.20 p.m.

Chairman

## BROMSGROVE DISTRICT COUNCIL

### CABINET

5<sup>th</sup> November 2008

#### REDEVELOPMENT OF THE MARKET HALL

Responsible Portfolio Holder	Councillor Del Booth
Responsible Head of Service	Phil Street
Non-Key Decision	

#### 1. SUMMARY

- 1.1 This report provides an update on the situation regarding the market hall and seeks members approval in relation to proposals for redevelopment of the site within the wider town centre regeneration project.

#### 2. RECOMMENDATION

- 2.1 The Cabinet note the current position in relation to the market hall site and that members recommend to Council that:
- 2.1.1 The market hall site be marketed in accordance with the Official Journal of the European Union (OJEU) procurement process under a long lease and that specific conditions are placed on the marketing and development of the site in accordance with the issues and options consultation, spatial report results and wider commercial advice.
- 2.1.2 Members delegate the necessary powers to the Executive Director (Partnerships and Projects) together with the Head of Legal, Equalities and Democratic Services and the Head of Financial Services to undertake the marketing in accordance with 2.1.1
- 2.1.3 Members set a date for closure of the market hall and task officers with developing a programme that will maximise the letting potential of this site during the intervening period, either with the existing tenants and or with a third party lessee under a short term letting arrangement and that an interim report be presented to the Council to review this option in the event that no interim letting arrangements have been achievable.

#### 3. BACKGROUND

- 3.1 Members are aware that as part of the wider Town Centre redevelopment project officers have been pursuing the options available to the Council in relation to the redevelopment of the Market Hall site.

- 3.2 Members will recall that in 2005 a development brief was commissioned in relation to the Market Hall site and that the result of this revealed development opportunities in relation to this site.
- 3.3 Members will further recall that the results of this development brief were used alongside intelligence gathered as a result of work undertaken by CBRE, on behalf of the Council, in 2007 to inform the issues and options consultation exercise carried out earlier this year. The issues and options consultation period has now concluded and the results are currently being analysed.
- 3.4 Running alongside this process members will be aware that officers have been engaging in ongoing discussions with developers and retailers and that more particularly a single retailer expressed an interest in the potential of the site.
- 3.5 Officers have been exploring the extent to which the market hall development could be utilised as a single site in an attempt to increase the development opportunities available in relation to the wider Town Centre redevelopment project.
- 3.6 Members have been advised by officers in relation to the development options available to it in relation to the Market Hall site in an officer's report dated January 2008.
- 3.7 Members are aware that each of the development opportunities detailed in the previous report were governed by different commercial and legal implications.
- 3.8 Members are advised that due to the unforeseen nature and scale of the current economic climate all discussions in relation to the approach pursued described in paragraph 3.4 above have drawn to a close and the property redevelopment market has generally slowed down to the point where the potential to resurrect any such discussions is now remote.
- 3.9 Given that the nature of these discussions would only ever have been able to lead the Council in the direction of a disposal or land deal that would render the Council in a position where it was unable to have much, if any, control over the development of the site. This report asks members to consider whether in the current financial climate that a contract for the disposal of a land interest either by sale or lease is the most appropriate course of action.
- 3.10 If members were to consider a more controlled environment for redevelopment whereby the exact requirements of the Council could be specified and form part of the conditional requirements for development, then members would be more able to safeguard against some of the risks that arise from the sale or lease of land.

- 3.11 It is necessary for members to consider the benefit of developing the market hall site as a single project or whether in the current economic climate it may be more appropriate to seek a single developer to redevelop the town centre generally with the market hall site included as a prime retail location.
- 3.12 Members are advised that officers have sought independent commercial and legal advice in relation to the development opportunities that would be most appropriate in the economic climate and it is clear from this that it would be more appropriate for the Council to explore the potential of a public works contract for the redevelopment of the market hall as an independent site. It is proposed that in the context of the wider regeneration of the town centre control should be exercised over the nature of the trading activity associated with the site. If the Council were to include the site as part of a wider portfolio of sites it would be more difficult for the levels of control to be retained over the market hall in isolation.
- 3.13 Members are advised that the commercial advice received in relation to the town centre redevelopment together with the wider town centre partnership that includes the interests of other public sector organisations in the town centre locality has advised in favour of a single site redevelopment in relation to the market hall in advance of a wider redevelopment of the town centre as a whole. This will enable the Council to ensure that the redevelopment stages occur in accordance with the needs and requirements identified in the issues and options consultation process and the wider commercial evidence already obtained in relation to all of the town centre sites, together with the needs and requirements already identified within the Town Centre Partnership.
- 3.14 Entering into a public works contract with a third party developer through the European Union Official Journal (OJEU) procurement process will enable the Council to retain the control that it deems to be appropriate in order to ensure that the regeneration is both in line with the needs and requirements identified during the Area Action Plan issues and options consultation process and also to deliver a sustainable future and a vibrant market town.
- 3.15 Members are asked to consider an option seeking offers in relation to a public works contract for the redevelopment of the site in accordance with the commercial intelligence already obtained and the results of the issues and options analysis consultation which will inform the most appropriate redevelopment potential for the site in the context of the wider town centre redevelopment project. The particular nature and content of the proposed OJEU procurement process will be re-presented to Members in a report to be introduced in early 2009 once the commercial advice has been considered and the appropriate invitation to tender documentation has been drafted.
- 3.16 Members are aware that the Council is governed by and subject to the European Union public procurement rules (as implemented in the UK by the Public Contracts Regulations 2006) when seeking offers in relation to a

public works contract and that if members are minded to proceed in this manner that the Council will be governed by this process.

3.17 In determining the most appropriate development opportunities members need to consider the existing market hall and the purpose for which it is currently being used.

3.18 Members are aware that for some years the market hall building has housed a number of stalls on weekly licenses and that it is proposed that the future market provision will be in the form of a street market along the High Street.

3.19 Members are aware that the OJEU procurement process may take some time to achieve and that it is not advisable to close the market hall until this process reaches its conclusion. The reasons for this include the need to ensure that the building is safe and secure and does not become a target for vandalism and the need for the Council to support the traders who currently occupy stalls within these premises during the period of readjustment into the High Street.

3.20 Members also need to consider the need to ensure that activity within the town centre is maximised during the development stages and it may be more beneficial for the current traders to continue to occupy their stalls or a short term leasing arrangement is sought with a third party during the transitional period.

3.21 Much of the uncertainty amongst traders surrounding the market hall site will be removed with a decision to pursue an OJEU procurement process. However, some uncertainty will continue for the traders currently occupying the market hall. This will emanate from their lack of clarity regarding how much longer they can go on trading in the market hall. This affects their decisions about such things as acquiring stock and whether to remain in Bromsgrove market hall. It seems reasonable to set either a date for closure or a date to review closure.

3.23 If a date for closure is set the possibility remains that the market hall will be left empty and will have to be boarded up. There will not be any non-domestic rates advantage to the Council by this action, the insurance costs are likely to increase and security will become a major consideration. However, the indoor market will be closed and the out door market will be initiated and this will signal to residents and high street traders that another stage in the regeneration of the town centre is underway.

3.24 Furthermore, market hall traders will be in a position to make plans; new stalls will be acquired; any discussions with the County Council regarding the movement of the market into the High Street can be undertaken; promotional materials can be produced and other traders may be recruited.

3.25 To avoid the disadvantages associated with an empty building efforts will be made to identify some one to take a short term lease for the market hall so that the building is occupied while the OJEU process is taking its course.

#### **4. FINANCIAL IMPLICATIONS**

- 4.1 The costs of carrying out the work associated with the OJEU procurement process is within the town centre regeneration budget.
- 4.2 The costs associated with the closure of the market hall and associated with the transfer of the market on to the high street are detailed in appendix 1.

#### **5. LEGAL IMPLICATIONS**

- 5.1 A summary of the legal implications regarding OJEU are contained in appendix 2.

#### **6. COUNCIL OBJECTIVES**

- 6.1 A thriving market town centre is one of the Council's priorities. It is recognised that the market hall will be one of the major strands in the town centre's regeneration and the nature of the redevelopment will significantly influence the tone of the town centre's redevelopment.

## **7. RISK MANAGEMENT**

7.1 The main risks associated in this report are:

- Legal action  
It is possible that failure to conform to OJEU procurement procedures (ie. appointing a developer or works contractor without advertising and conducting an appropriate award competition) may lead to challenge. However, entering into a short term lease (ie. pure land deal) while the process of procurement is pursued is within the Local Government Act 1972.
- Affect reputation  
There is the possibility that the Council's reputation may be adversely affected by the closure of the market hall and in particular if the market hall was to remain empty and boarded up for a prolonged period of time.
- Vandalism  
An empty market hall building could become the target of vandalism and would require both additional insurance and security.

7.2 These risks are being managed as follows:

- Legal action  
This risk would be reduced very significantly by conformance to OJEU procurement procedures and ensuring appropriate commercial advice is obtained on valuation.
- Affect reputation  
This would be mitigated by securing an occupant with a short term lease on the market hall and by communicating to residents that the market hall redevelopment was subject to OJEU tendering procedure. The transfer of the indoor market on to the street would also indicate another stage in town centre regeneration.
- Vandalism  
The potential for damage by vandals would be significantly reduced if the building was being occupied and used by a short term leasee. An empty building creates management issues that an occupied building would avoid.

7.3 These risks will be added to the Planning and Environment risk register.

## **8. CUSTOMER IMPLICATIONS**

8.1 The regeneration of the town centre remains a major priority for the residents of Bromsgrove as revealed through both its customer survey and its budget jury.

## **9. EQUALITIES AND DIVERSITY IMPLICATIONS**

9.1 The redevelopment of the market hall will need to take account of access requirements. Furthermore, the movement of the market on to the High



Street will need to consider mobility issues in relation to location and positioning of the market stalls.

## 10. VALUE FOR MONEY IMPLICATIONS

10.1 It is crucial that the Council can demonstrate best value in relation to redevelopment of the market hall. The Council has instructed specialist commercial advice which will undertake a development appraisal based on a retail scheme consisting of a foodstore and additional retail units. The aim of the appraisal is to understand the potential development value of the site. In addition, as a benchmark, we would also undertake an appraisal of the current use value of the site i.e. Market Hall and car park site, in order to compare the potential value that can be generated from redevelopment of the site for a retail use. As part of this appraisal exercise, we will also set out the potential options that the Council could pursue in respect of achieving a financial return from the scheme i.e. comparing freehold versus leasehold and capital versus revenue. We also set out some of the safeguards we would expect to find in any legal document to protect the Council's financial position going forward in the current market.

10.2 The advice will also detail the potential marketing options which are available to the Council in order to maximise the sale price whilst achieving its regeneration aims and developing the retail offer for Bromsgrove town centre. This will include looking at the site in isolation and also as part of a wider area for consideration and also the pros and cons of the various routes that the Council could potentially pursue.

## 11. OTHER IMPLICATIONS

Procurement Issues – The report is centred on the pursuit of OJEU procurement. Specialist advice will be obtained in order to ensure that the Council conforms to OJEU regulations regarding procurement.
Personnel Implications – The market hall supervisor and other staff need to remain informed regarding planned developments at the market hall and the move towards an out door market.
Governance/Performance Management – None
Community Safety including Section 17 of Crime and Disorder Act 1998 Closure of the market hall may result in higher incidents of vandalism if the building remains empty for a prolonged period.
Policy – This forms part of the town centre regeneration policy.
Environmental - None

## 12. OTHERS CONSULTED ON THE REPORT

Portfolio Holder	Yes
Chief Executive	Yes
Executive Director - Partnerships and Projects	Yes
Executive Director - Services	Yes
Assistant Chief Executive	Yes
Head of Service	Yes
Head of Financial Services	Yes
Head of Legal, Equalities & Democratic Services	Yes
Head of Organisational Development & HR	No
Corporate Procurement Team	Yes

## 13. WARDS AFFECTED

St John's Ward is principally affected, but indirectly it affects all wards

## 14. APPENDICES

Appendix 1 Short term options for market hall  
Appendix 2 Information on OJEU procurement

## 15. BACKGROUND PAPERS

### CONTACT OFFICER

Name: Phil Street  
E Mail: p.street@bromsgrove.gov.uk  
Tel: (01527) 881202

## **Appendix 1**

The report examines options for the immediate future of the Market Hall site.

### **RECOMMENDATION**

That the present market should continue to operate, but that a date should be set for closure giving the market hall traders sufficient notice to make arrangements for closure or transfer. In addition every effort should be made to identify an organisation to occupy the market hall on a short term lease. A review date should be set for closure not less than two month before the proposed closure date to finalise closure arrangements or to defer closure if a short term lease has not been negotiated.

### **BACKGROUND**

In 2003 a major town centre consultation was undertaken which recommended that the Market Hall site should be redeveloped to accommodate a leading, up-market food retailer (not a supermarket) as the first step in town centre regeneration. At that time the Economic Development Manger was in preliminary discussions with Marks & Spencer who were very interested in developing the site as a M&S Food Store. However these discussions were suspended by the decision to carry out an Area Action Plan embracing the whole town. In 2007 the EDM was asked to reopen discussions with M&S and a further meeting took place. However, despite numerous attempts to contact the company, they have not responded.

Meetings also took place with other retailers, but these did not result in any progress. Report circulating in the press created an impression that closure of the Market Hall was imminent and consequentially traders began to leave and those remaining became demoralised. In addition to that, the current recession is affecting all businesses and markets are no exception

The forecast for Market Hall revenues in 08/09 has therefore had to be sharply reduced from £110,000 to £75,000. This is based on a projection of first quarter receipts. It is also feared that more traders plan to leave after Christmas although this cannot be confirmed and we still actually receive enquiries from potential new traders.

### **FUTURE SHORT TERM OPTIONS**

1. The Economic Development Manager has investigated various short term options for the future of the Market Hall. These include :-
2. A short let of market hall to an auctioneer, discount household goods retailer or other retailer and transfer market on to high street.
3. Close the building without an occupant for market hall and transfer the market to the High Street.

4. Continue the Market in the Market Hall, but aim to improve it.

**Option 1 – A short let to an auctioneer, discount household goods retailer or other retailer**

Until recently, there was a household goods retailer called The Grove Electrical Discount Store operating on a short lease from Clarks site in the Birmingham Road (the former Rover dealership). This operation took up a large area approaching the internal size of the Market Hall. Apparently this retailer was unable to agree terms with the landlord for continuing the business on that site and has ceased trading in Bromsgrove. If a trader such as this could be found then the main central area of the Market Hall could be let to them. The areas to approach might include sales of remaindered or bankrupt stock, leather and pine goods. The EDM is currently seeking the owners of The Grove to put an offer to them. The terms of this would fall within the usual terms for letting Market Hall facilities and therefore no special lease would be required. The attraction of this option is that it would give a boost to the Market (and market revenues) which is now looking very tired.

**Option 2 - Close the building without an occupant and transfer the market to the High Street**

Previous reports have already recommended that the market be transferred to the High Street, where numerous successful footfall-building events take place, but not before the redevelopment of the Market Hall has been secured.

The problems with closing the building are as follows :-

- Even on the reduced revenue forecast (est £75,000), the market hall revenue will be greater than the street market during its first year of operation (est £50,000) although profitability should build up in the second year. The differential is estimated at £25,000.
- There would be little saving in terms of employment costs since an outdoor market is no less labour intensive: setting up starts at 6.30am and dismantling is after 5pm in the evening, requiring shift patterns and overtime rates. Therefore staffing is required 3 days per week for 12-13 hours per day which is similar to existing staffing levels.
- Even if not in use, the building will still generate costs – insurance, maintenance, recharges, depreciation, security. These costs are estimated at £140,618. Present costs are £164,606.
- Boarding up the building is an ‘admission of failure’ and will further detract from the town centre. It would convey negative messages.
- There would be considerable anger among those traders who do not wish to relocate to the High Street and this might well attract public sympathy. The public will support the redevelopment of the site for *something visibly better*, but just to board it up and thereby destroy several livelihoods would not be accepted. Furthermore, the sight of another prominent empty building would inspire negative press articles.

**Option 3 – Continue with the Market Hall operation for the present with agreed improvements**

The EDM has been reluctant to spend much on promoting the Market Hall due to the uncertainty of its future and the drop in revenues. However, there is some evidence that advertising in local newspapers does get noticed by customers. If continuation were the preferred (or temporary) option, we would instigate an advertising programme conditional on 50/50 contribution from the traders. It would also be conditional on traders adhering to opening times and not leaving early. Traders unwilling to participate in this programme or the opening times would gradually be replaced.

The promotional programme would cost BDC approx £5,000 and could be covered within the Economic Development budget.

### WHEN IS A LAND DEAL NOT A LAND DEAL – OJEU APPLICATION?

EU procurement rules were not drafted with UK land law or public sector joint venture development arrangements in mind. At their simplest, the EU procurement rules are designed simply to ensure that access to public sector markets for works, supplies and services would be open to all economic operators on a pan-European basis on a non-discriminatory and transparent level. However, the rules specifically exclude application to the pure buying and selling of land. In a typical UK public private partnership (PPP) it can become difficult to separate at what point a public authority is transferring land, and at what point is it commissioning works to order.

The relevant question to ask in these situations is whether the project in question amounts to the public authority seeking offers in relation to a public works contract, or is it simply a contract for the disposal of a land interest.

Turning to the text of the rules, a public works contract is a contract in writing for consideration (in cash or in kind): (a) for the carrying out of a work or works on behalf of a contracting authority; or (b) under which a contracting authority engages a person to procure by any means the carrying out for the contracting authority of a work corresponding to particular specified requirements. The important element here is “work corresponding to specified requirements”.

This was recently clarified in a landmark judgement of the European Court of Justice (ECJ) in *Jean Auroux and others v Commune de Roanne*. This case involved a third party developer (SEDL) building a leisure complex including a cinema and commercial premises (to be sold on to a third party) and a car park to be transferred back to the local council together with various other outputs such as access roads and public spaces. The ECJ was asked to determine whether the agreement did in fact constitute a public works contract. The ECJ made it clear that the work involved the leisure complex as a whole including the car park. As the main purpose was to carry out works corresponding to specified requirements, it was a works contract that needed to be advertised and tendered under the OJEU rules. The construction of the leisure centre was to be regarded as corresponding to the requirements of the municipality because taken as a whole the project was intended to reposition and regenerate the local area. This was seen as a warning to local authorities everywhere that if a contract results in the provision of works to order (in excess of the threshold of approximately £3.5m), then, even if other aims are pursued through the project as well, it nevertheless has to be advertised in OJEU notwithstanding.

The above ruling brings certain conflicts with UK land law, especially when dealing with compulsory purchases. The OJEU rules require public authorities to advertise and tender development projects which effectively prevent them from negotiating “off market” with, for example, a developer that owns vital land in precisely the area the authority wishes the development to occur. The OJEU

rules allow public authorities an exemption from the usual requirement to advertise and tender a project if for reasons of technical, artistic or exclusive rights, they can only negotiate with one person (thereby rendering an advertising process futile). It has never been tested whether this would apply to a land development project, for example because a particular landowner held the land deemed necessary for the project to proceed. The immediate counter arguments that would normally be raised are that some other land would suit perfectly well also, and that by failing to go to the market the public authority concerned was closing its mind to other possibilities, that it could never fully appreciate in advance. If this scenario should ever come to the attention of the English courts it will be interesting to see what happens. As this deals with EU law, which normally requires that exemptions from usual rules be subject to strict interpretation, one might reasonably expect that this exemption would only be available in highly specific factual situations, and in any event such a point of EU law would be likely to be referred to the ECJ.

There has been a degree of debate following this as to whether additional planning obligations under UK law flowing from s.106 or s.278 (highways) agreements might also be covered by procurement obligations. While such obligations may in some instances be regarded in the same light as pure planning conditions (for example as terms limiting use or specifying mitigation to be carried out by the developer) in some cases they may go much further and stipulate the carrying out of works (eg. highways or schools) that might otherwise be carried out by the authority. In such a case it is possible that the OJEU rules could be seen to apply to those issues. The Roanne case and a predecessor touching on some similar issues (La Scala), have made it clear that it is the intentions behind the OJEU Directives that matter, and national law (such as planning) will not be allowed to deprive the OJEU rules of their intended effect. Similarly, this has yet to be tested in English courts but presumably will be one day.

In conclusion then, experience suggests that public authorities proceeding in this area now find themselves under a somewhat greater spotlight than was previously the case, and there is likely to be a greater number of projects proceeding via the OJEU route as a result of Roanne than was previously the case. This is essentially because the risk profile of proceeding with such projects without using OJEU has grown post Roanne. It is important to be clear that Roanne has not changed the law per se, it has merely clarified it and given it a lot of public attention, which means that potential challengers and their advisers are now better informed than previously as the possibilities of challenging situations like that which arose in Roanne. However, the rules remain clear that a strict land deal in the sense of the buying, selling or leasing of land is not the procurement of a works, services or supply contract for pecuniary interest and is therefore not a matter for public procurement (OJEU) law.

As a result of the above, in case of doubt as to whether a particular development represents a public works contract as opposed to a land deal, the safe option is always (if possible) to follow an OJEU procurement route, because then the matter is covered either way, and in any event an open competitive process

ought, by definition, secure the best possible solution and value for money in any event.

Cobbetts LLP, August 2008



## BROMSGROVE DISTRICT COUNCIL

### CABINET

5<sup>TH</sup> NOVEMBER 2008

#### BROMSGROVE SPORT & ACTIVE RECREATION STRATEGY

Responsible Portfolio Holder	Cllr Roger Hollingworth
Responsible Head of Service	Deputy Head of Street Scene & Community
KEY DECISION	

#### 1. SUMMARY

- 1.1 This report requests Members to acknowledge and approve the Bromsgrove Sport and Active Recreation Strategy 2009 to 2012.

#### 2. RECOMMENDATION

- 2.1 The Executive Cabinet is recommended to:

2.1.1 Approve the Bromsgrove Play Sport & Active Recreation Strategy 2009 to 2012.

#### 3. BACKGROUND

- 3.1 In 2007 Sport England developed a delivery system for sport which sought to clarify the position and role of a number of agencies and organisations that play a part in the delivery of Sport and Active Recreation opportunities.
- 3.2 Commonly known as the Sports Delivery Mechanism it looked to create a greater emphasise on local delivery by establishing Community Sports Networks (CSN's), which ideally would be linked to the Local Strategic Partnership (LSP). In June 2007 Bromsgrove District Council Established it's CSN linked to the Health & Well Being Theme Group of the LSP. The group adopt the name BECAN (Bromsgrove Extended Community Activity Network).
- 3.3 Since then the group has met on a monthly basis and has agreed its terms of reference and objectives for the next 12 months. It has also greatly enhanced partnership working across all sectors of sports provision in the District and develop many joint initiatives and opportunities.

Further more, BECAN has also secured £79,000 of external funding from Sport England's Community Investment Fund (CIF) and an additional £138,000 to support the delivery of Sports Unlimited, a programme of out of

school hours delivery to extend current deliver from 2hrs quality PE to 5hrs per week offer over the next 3 yrs.

The CIF funding will deliver three specific projects; an enhanced Walks 4 Health programme and improved opportunities for independent walking through the employment of a part time walks co-ordinator across Bromsgrove and Redditch (shared post), an activity referral scheme to be delivered at the Dolphin Centre and linked to local GP surgeries, and a programme of new sport and active recreation opportunities for young people aged 16-19yrs.

Sport Unlimited funding is focussed on children and young people aged 5-19yrs and is part of a joint delivery plan between Extended Services, Bromsgrove District Council and the North Worcestershire School Sport Partnership.

- 3.4 Whilst the work that has be undertaken so far has resulted in enhanced opportunities for local residents to access a diverse range of sports and active recreation, it was felt that an over arching strategy was required to support the terms of reference, programme development and to bring together the many action plans owned by each member of the group.
- 3.5 As the lead organisation of the partnership Bromsgrove District Council has taken the responsibility for the initial strategy development, consultation with BECAN member organisations and final strategy production.

The final draft before members today:

- States the Vision and Values for the delivery of sport and active recreation in the local area.
  - Sets the context in which the Council's Sports Services and BECAN operate at a regional, county and local level.
  - Will govern the objectives, priorities and agreed principles on which the Sports Service Teams will operate over the next 3 years.
  - Will be the basis for future funding bid for the Sports Services Teams in order to deliver the strategy.
- 3.6 In order to ensure that the Strategy developed is deliverable officers have established a clear scope for the strategy, defined Sports & Active Recreation, outlined key partnerships, agreed the outcomes anticipated and the priorities for change and set a performance frame work to measure success.

#### **4. FINANCIAL IMPLICATIONS**

- 4.1 There are no additional financial implications with in this report that are not currently included with in either the medium term financial plan or the forward capital programme.

## **5. LEGAL IMPLICATIONS**

- 5.1 There are no legal implications with in this report over and above the normal level of support provided to the Street Scene & Community department.

## **6. COUNCIL OBJECTIVES**

- 6.1 The proposed Strategy links to the Council's objective CO3 Sense of Community and Well Being and its priority of Community Influence by establishing a formal framework for the basis of Sport and Active recreation planning, implementation & deliver across Bromsgrove.

## **7. RISK MANAGEMENT**

- 7.1 There are no risks associated with the Strategy that have been identified at present. Risk Management implications will be considered on an individual project/scheme basis and addressed as part of the project planning/implementation stage.

## **8. CUSTOMER IMPLICATIONS**

- 8.1 The proposed strategy is designed to enhance the coordination and delivery of Sport & Active Recreation across the district. This will have a positive impact on the Council's residents, contribute to the Council's Community Strategy and the aims of the LSP and partner organisations.

- 8.2 The key outcomes identified with in the strategy are:

- Raise participation levels with in sport and active recreation, particularly for under represented groups across the district,
- Increase the number of high quality sports clubs coaches, volunteers and active recreations groups. There fore improving player pathways and the ability to sign post through to elite performance.
- To make a positive impact on the local community by contributing to the outcomes of the Bromsgrove LSP and the Worcestershire Local Area Agreement (LAA).

These outcomes are underpinned by individual priorities for change which can be seen in the attached strategy.

## **9. EQUALITIES AND DIVERSITY IMPLICATIONS**

- 9.1 There are no implications for the Council's Equalities and Diversity Policies.

## 10. VALUE FOR MONEY IMPLICATIONS

- 10.1 There are no VFM implications contained within this report, however the framework established will lead to enhanced partnership working, a more coordinated approach to services delivery, higher customer satisfaction with the services provided (quality of life) and a more effective use of resources in future years.

## 11. OTHER IMPLICATIONS

Procurement Issues – None
Personnel Implications - None
Governance/Performance Management - None
Community Safety including Section 17 of Crime and Disorder Act 1998 – The strategy is designed to address the implications of this legislation and meet the ASB Strategy of the CDRP.
Policy - None
Environmental - None

## 12. OTHERS CONSULTED ON THE REPORT

Portfolio Holder	YES
Chief Executive	YES
Corporate Director (Services)	YES
Assistant Chief Executive	YES
Head of Service	YES
Head of Financial Services	YES
Head of Legal, Equalities & Democratic Services	NO
Head of Organisational Development & HR	NO
Corporate Procurement Team	NO

## 13. WARDS AFFECTED

All Wards

#### **14. APPENDICES**

Appendix 1 – BDC Sport & Active Recreation Strategy 2009 to 2012  
Appendix 2 – BECAN Terms of reference.

#### **15. BACKGROUND PAPERS**

Sport England's: Regional Plan for the West Midlands  
Community Sports Network guidance notes  
Hereford & Worcestershire County Sports Partnership  
Business Plan

#### **CONTACT OFFICER**

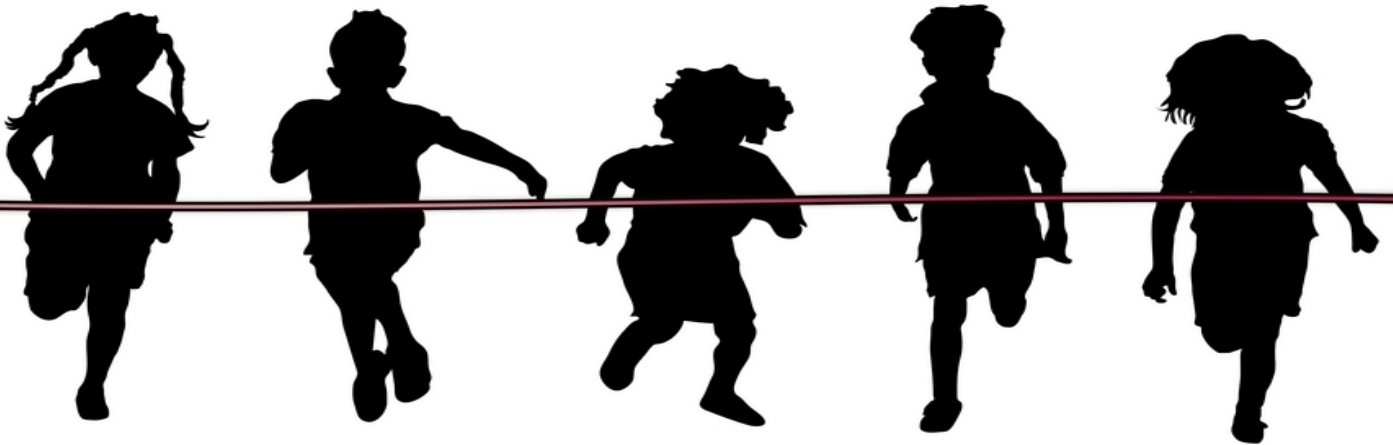
Name: John Godwin  
E Mail: j.godwin@bromsgrove.gov.uk  
Tel: (01527) 881730

Name: Rebecca Clayton  
E Mail: r.clayton@bromsgrove.gov.uk  
Tel: (01527) 881315

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# Sports & Active Recreation Strategy

2009-2012



**Bromsgrove**  
District Council

[www.bromsgrove.gov.uk](http://www.bromsgrove.gov.uk)



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Monitoring & Evaluation

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Bromsgrove District Council Vision, Values and  
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Current BDC Performance Indicators & Targets

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# Foreword - Portfolio Holder Introduction



This strategy has been developed in order to outline the priorities for sport and active recreation in Bromsgrove. It is guided by the Councils vision, values, priorities and objectives, existing local, regional and national strategies and consultation with key partners.

The research used in the development of this strategy has contributed to an improved understanding of the current position of sport across the district and has helped to define the identified priorities. These priorities are aligned to contribute towards the priorities of the Bromsgrove Sustainable Community Strategy and are in line with the Street Scene and Community Business Plan which forms the basis of the team plans, work programmes and improvement plans.

This strategy will be used to demonstrate Bromsgrove's commitment to improving the quality of life, health and well being of the local population, enhancing our residents sense of community and will play an integral role in attracting future funding from external sources, providing a basis for investment in sport across the district and increasing residents satisfaction of our sport and leisure provision.

The strategy identifies many key partners within sport and active recreation and it is through the sharing of common goals and developed partnership working that Bromsgrove District will be able to achieve its vision for sport.

Through this strategy Bromsgrove District will offer increased opportunities for all those who live in, work in and visit Bromsgrove to access fun, safe, and high quality sport and active recreation, nurturing talent at all levels and ensuring a sustainable programme of opportunities for the future.

*Councillor Roger Hollingworth  
Portfolio Holder for Youth & Leisure  
Leader of Bromsgrove District Council*

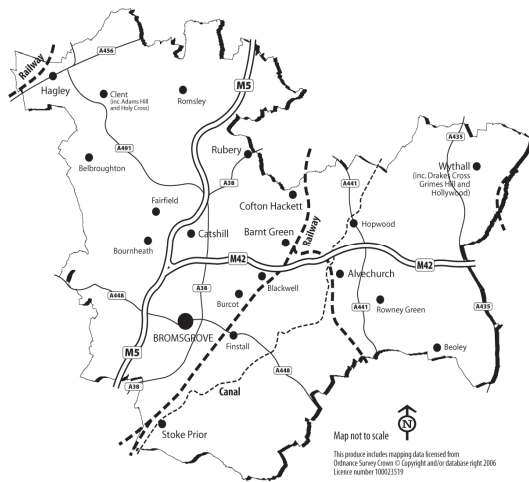


# Bromsgrove District

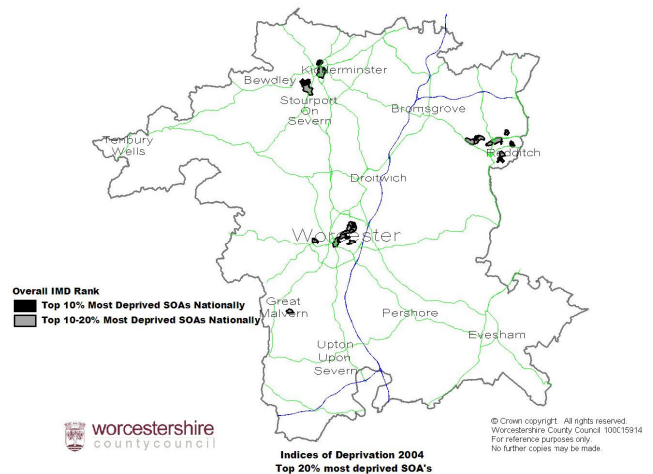
## Geography

Bromsgrove District is situated in North Worcestershire and covers an area of approximately 84 square miles. Major population centres are Bromsgrove, Rubery and Wythall, with smaller population clusters in the villages of Alvechurch, Belbroughton and Hagley. Ninety percent of the district is green belt, which is visibly dominated by beautiful agricultural land and woodland, particularly in the west of the district.

**Table 1 – Map of Bromsgrove District**



**Table 2 – Map of County Deprivation**



## Population

The District has an estimated population of 91,600 residents (2006 figure). The District's population is set to expand by a further 0.9% between 2006 and 2010, the second highest in Worcestershire (some counties are predicted to see a contraction in their population). The black and minority ethnic population (BME) is 4.2% which is low for the region and nationally. This BME percentage can be broken down as follows: 1% Irish, 1.6% Asian, 0.8% mixed, 0.6% black and 0.2% Chinese.

There are 37,798 households in the District. Over 25% of households contain only one older person. 19.1% of all the households in the District have one or more members in an identified special needs group, which is well above the national average. Of these, 56.7% have a physical disability and 37% are frail elderly.

The elderly population is predicted to expand as a proportion of the overall district population with the over 80s population expected to increase by 123.3% between 2004 and 2029.

The male and female life expectancies for Bromsgrove during the period 2001-2003 were 77.7 and 81.1 years respectively. This compares with the England and Wales national averages of 76.14 and 80.65 year respectively.

## **Economy**

The economic picture of Bromsgrove is generally positive, with a mean household income of £36,906 (the County average is £32,699). The biggest employment sector in the District is public administration, education and health (25.5%) followed by distribution, hotels and restaurants (21.2%) and manufacturing (17.1%).

## **Health & Deprivation**

Indices of Deprivation 2004 ranked Bromsgrove 293<sup>rd</sup> out of 354 local authorities, with 1 being the most deprived local authority. Deprivation is lower than the national average and one of the lowest compared to similar areas.

Within Bromsgrove District health is at its poorest in both Charford and Sidemoor which class as “hotspot” areas. Premature rates from circulatory disease and cancers remain higher in hotspot areas compared to other areas of Worcestershire. Premature death rates from cancer remain one third higher and premature death rates from circulatory disease remain double in hotspot areas compared to Worcestershire County rates.

To maintain reductions in order to meet “Our healthier Nation” target to reduce premature deaths from cancer and circulatory disease by 2010 lifestyle factors need to be addressed. Circulatory disease and cancer are related to lifestyle factors such as smoking, alcohol consumption, a poor diet and low levels of physical activity.

In order to address this, the Worcestershire Partnership have agreed the following National Indicators which Bromsgrove need to focus on in relation to health;

To improve adult participation in sport  
To reduce harm related hospital rates from alcohol  
To reduce obesity among primary school age children in year 6  
To reduce the mortality rate from all circulatory disease at ages under 75  
To reduce 16+ current smoking rate prevalence

By achieving these targets Bromsgrove will be able to meet “Our Healthier Nation” targets to reduce premature deaths from circulatory disease and cancer and improve life expectancy for residents of Bromsgrove.

The most recent Primary Care Trust (PCT) annual report noted that our children’s health is good, but there is a need for more child and adolescent mental health services. The PCT also retain a concern (shared by the Council’s own Community Safety team) that domestic violence remains “common place”.

Between 2000-2003 teenage pregnancies increased marginally across Worcestershire (the overall rate is significantly lower than England as a whole). Charford in Bromsgrove is a significant hotspot with ten teenage pregnancies a year.

Within Bromsgrove health is at it’s poorest in both Charford and Sidemoor which class as “hotspot” areas in within Bromsgrove District.



Premature rates from circulatory disease and cancers remain higher in hotspot areas compared to other areas of Worcestershire County. Premature death rates from cancer remain one third higher and premature death rates from circulatory disease remain double in hotspot areas compared to Worcestershire County rates.

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By achieving these targets Bromsgrove will be able to meet “Our Healthier Nation” targets to reduce premature deaths from circulatory disease and cancer and improve life expectancy for residents of Bromsgrove.

### Crime & Fear of Crime

Bromsgrove Community Safety Partnership reduced its headline crimes by 32% during the past 2 years compared to 24% for Worcestershire and 4% Nationally.

Anti Social Behaviour (ASB) has reduced by 2% during 2007/08 compared to 7% for the whole of Worcestershire.



Surveys consistently point to youths ‘hanging around on street corners’ as a major concern for Bromsgrove residents. It has been analytically proven that giving young people the opportunity to participate in sports and recreational activities actually reduces ASB in a given location and can positively affect perception of young people.

The support and guidance of a Sports & Active Recreation Strategy will assist the Partnership to deliver its Government and Local Area Agree targets over the next three years.

Bromsgrove has to meet three year Public Service Agreements 23 and 25 that require the tackling of local concerns about Crime &

ASB and reduce the harm caused to the community from drugs and alcohol driven Crime and ASB.

Local Area Agreement targets ask Partners to tackle perceptions and concerns about Crime & ASB.

Sporting & Recreational diversionary activities will be important tools for Bromsgrove Community Safety Partnership to meet these targets during 2008-2011 by giving young people throughout the District an alternative to Crime, ASB and Substance Misuse.

Reference; 2007 and 2008 West Mercia Crime Surveys

## Education

The percentage of the population qualified to NVQ Level 4 is significantly higher than average. GCSE results gained at local authority schools and colleges in the district in 2007 were amongst the highest in the country (69.7% achieved five or more GCSEs at A\*-C compare to a Worcestershire average of 61.6%).

There are three School Sports Partnerships that currently operate within Bromsgrove district, each of these having a strategic responsibility over clusters of schools working together to develop PE and sport opportunities for all young people. Each partnership consists of a partnership development manager (PDM), a team of school sport co-coordinators (SSCOs based at Middle, Secondary, High and Special Schools, and first and primary school link teachers (PLTs). The PDM is a full-time role that manages the SSPs and develops strategic links with key partners in sport and the wider community.

An SSCo concentrates on improving school sport opportunities, including out of hours school learning, intra and inter-school competition and club links, across a family of schools. PLTs are based in first and primary schools and aim to improve the quantity and quality of PE and sport in their own schools.

## Sports and Play Facilities

The District Council is a key provider of sporting opportunities across the District with a dual use sports centre in Hagley as well as the Dolphin Centre in Bromsgrove. The Council also owns a variety of other sporting facilities for public use including tennis courts, bowling greens, skate parks, basketball courts and football pitches as well as an increasing number of multi-use games areas (MUGAs).



Within the district, there are currently 33 play areas owned by Bromsgrove District Council catering for all ages. In addition, there are 6 Multi Use Games Area's located throughout the district which have been installed since 2007, and 3 skate parks. Daily inspections are carried out and a rolling refurbishment programme is in place to maintain the standard of the facilities.

There are currently 39 first, middle, primary, secondary, high and special schools in the district. In addition there is one private school. Each school has its own sport and play provision on site, and facilities vary widely from single court gymnasiums to 4 court sports halls, multi-use games areas and Astroturf pitches.

The facilities at 6 of the schools within Bromsgrove District are new builds completed in 2007/2008, and each of these is managed and



maintained through a private finance initiative as a result of the implementation of the Building Schools for the Future (BSF) programme. BSF is a government initiative aiming to promote a change in the quality of the nation's educational provision and is the biggest single government investment

in improving school buildings for over 50 years. BSF is a 10-15 year programme aimed at re-building and renewing school

facilities so that every secondary school in England has 21st Century facilities. This transformation programme is aimed at improving every aspect of teaching and learning, as well as providing integrated services to families and pupils so they can take full advantage of the educational opportunities available.

The development of these new sites has increased the number of, but more importantly, the quality of both indoor and outdoor sporting facilities including 2 four court sports halls and outdoor netball and tennis court provision.

There are a variety of sports clubs within the District, many of which include a junior section. At present, 17 of these clubs hold clubmark accreditation, with a further 7 clubs identified as working towards achieving their accreditation.

## **The Case for Sport**

Sport can play an important role in today's society and embraces much more than traditional team games and competition. It can be a tool for stimulating national pride and community spirit, reducing levels of crime, enhancing economic development, ensuring social inclusion, improving health and tackling obesity.

### **Sport England**

Sport England is responsible for promoting and investing in sport, helping the government meet its sporting objectives in this country and distributing both Lottery and Exchequer funds to sport. Their resources are allocated to meet their business objectives of Grow, Sustain and Excel.

In 2007 Sport England developed a delivery system for sport which sought to clarify the position and role of the numerous agencies and organisations that play a part in delivering opportunities for sport and active recreation.





The Sports Partnership Herefordshire and Worcestershire (SPHW) is a partnership of agencies across the two counties committed to delivering both locally identified priorities and those that are nationally determined. It provides strategic co-ordination and planning for sport in the area, with a primary focus on delivering the community sport PSA and supporting the school sport PSA through the School Sport Partnerships in the area. SPHW also has responsibilities for performance measurement and the collation of performance indicators, marketing and communications across the two counties, raising the profile of sport and attracting investment for sustainable delivery.

Within Bromsgrove, the Community Sports Network (CSN) was established in July 2007 and brings together a network of local deliverers who all contribute to the development and delivery of



sport across the district. Directly linking to the Local Strategic Partnership Health & Wellbeing Theme Group, the CSN is responsible for identifying local priorities and appropriate initiatives to increase numbers taking part in sport and active recreation as well as opening up opportunities amongst hard to reach groups.

The recently published Sport England Strategy 2008-2011 marks a significant shift in focus and direction, aiming to address the fundamental challenges facing sport, and in particular, community sport. Most notably, Sport England now identifies sport for sports sake, with investment to address the needs of sports participants across the country,

providing a clear distinction within the physical activity agenda which is currently driven by a number of government departments including the Department for Health. A total of ten focus areas are outlined, and the Bromsgrove Sport Strategy seeks to deliver outcomes within these key areas.

In summary, Sport England is committed to delivering:

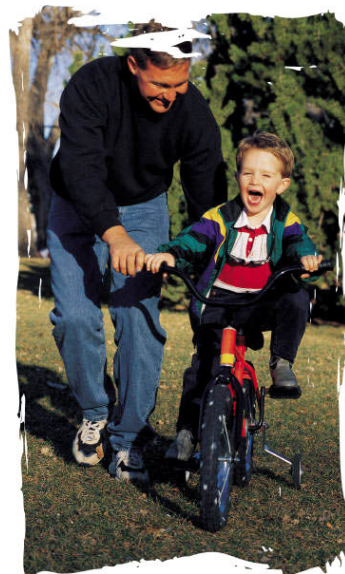
- 1m people doing more sport by 2012-13
- A reduction in post-16 drop-off in at least five sports by 25% by 2012-13
- A quantifiable increase in satisfaction (actual measure to be determined)
- A talent development system in at least 25 sports
- A major contribution to the delivery of the Five Hour Sport Offer engaging more 5-19 year olds in sport

These targets link with the Worcestershire Local Area Agreement target NI8 - 1% increase year on year in adult participation in sport, which Worcestershire measures through the annual Active People survey.

## Health

It has been established that physical inactivity is a cause of some of the UK's biggest killer diseases – heart disease, stroke, diabetes and bowel cancer as well as a range of other health problems, from depression to osteoporosis. This does not cover obesity where in the past 20 years the UK's obese population has trebled through the increase of sedentary activities. It is projected in the next 10 years based on the current trend at least 50% of children will be obese.

In June 2008 Worcestershire Primary Care Trust published its Obesity Strategy. This seeks to reduce the proportion of overweight and obese children to 2000 levels by 2020 in the context of tackling obesity across the population and to halt by 2009 the year on year increase in obesity among children under 11 in the context of a broader strategy to tackle obesity in the population as a whole.



Inactivity among older people is another major health worry. Not only is it adding to the burden of cardiovascular disease, it is also contributing to frailty and dependence in old age and an alarming increase in the number of falls and fractures.

Exercising for half an hour at least twice per week during midlife can significantly cut a person's risk of dementia later in life. People in their late 40's and early 50's who do this could reduce their risk of dementia by about 50% and those who are genetically prone to Alzheimer's disease could see a reduction of about 60%, according to a study in *Lancet Neurology*, Sweden.



This issue is further compounded as public sector leisure facilities are used less by those who have social, economic and other hardships than those who are more affluent and mobile. (Source: *Leisure & Recreation Management – Gorge Torkildsen 5<sup>th</sup> Edition*).

In Bromsgrove the rate of emergency admission for hip fractures is slightly above the England average. ([www.healthprofiles.info](http://www.healthprofiles.info))  
In the National Service Framework for Older People it suggests that

Increasing activity levels by 10% could save 600 lives and £50 million a year in the West Midlands (Source: Sign up for Sports-Sport England West Midlands regional Plan 2004 –2008).

In 2004 the Department of Health published 'Choosing Health: Making Healthier Choices Easier'. This paper was designed to set out actions to enable the Government to support people in making better choices for their health and the health of their families.

Recommendations to come out of the white paper, and which are addressed within this strategy are:

- Local authorities providing local leadership to bring concerted and integrated local action on health
- Investment and new initiatives in disadvantaged and deprived communities
- New initiatives to promote physical activity and sport inside and outside school
- A lead role alongside PCTs as public sector leaders for addressing health inequalities, protecting the health of their local communities, and promoting health to their populations

Most recently, the Health Information for Public Health in Worcestershire strategy published in 2008 has identified physical activity as a priority for the county.

### Community Safety

The Community Safety Partnership Criminal Damage and Anti-Social Behaviour Action Plan details 21 different interventions aimed at reducing criminal damage and ASB. Specifically, there are focuses around youth groups and youth provision and associated provision of both diversionary and positive activities for young people.

Research carried out on sport and its potential to reduce crime and improve public safety can be broadly divided into two main categories: programmes seeking to use sport with 'at risk' populations to prevent crime and programmes that use sport to rehabilitate offenders.



Whilst there are widely differing opinions on this subject, there are a number of success stories which indicate that sport can be an effective tool in engaging young people, and that sports salience for many young people enables it to attract them to diversionary programmes.

In 2003 Estelle Morris, Minister for Arts, launched Positive Activities for Young People (PAYP), a three year multi-departmental programme for young people 'at risk' aged 8-19yrs. It was launched in response to growing concerns over high levels of youth crime, with a 2003 MORI Youth Survey estimating that 25% of 10-17 year olds in England and Wales had committed a criminal offence of some kind in the previous 12 months.

PAYP was to provide participating young people with a range of diversionary and developmental activities during holiday periods which would hopefully encourage them into non-PAYP term time activities.

PAYP was viewed by participating agencies as a success, delivering a targeted programme to a hard to engage group, and achieving a range of positive outcomes for participating young people including reductions in criminal and anti-social behaviour, supporting young people back into education and offering opportunities for personal development.

### **Open Space, Sport and Recreation Needs Assessment**

As part of a countywide overview, a playing pitch strategy was developed for 2002-2009, primarily concerned with voluntary participation in competitive association football, cricket, rugby union and hockey, by adults and young people. Research conducted identified three key components as a basis for maintaining and improving playing pitch provision: protecting existing provision, overcoming identified deficiencies and enhancing existing provision.

Based on the playing pitch strategy, an action plan was developed to address the shortfalls.

Within Bromsgrove, the local playing pitch provision is currently undergoing reassessment as part of an open space, sport and recreation needs assessment.

This study aims to map out the quantity, quality and accessibility of open spaces in order to prioritise areas for improvement and more importantly to help protect sites across the district. It will help to identify local issues so that they can be addressed more effectively. The study is underpinned by national guidance, in the form of Planning Policy Guidance Note 17 and will provide an important framework for the provision of open space across the district.

## Every Child Matters

The Government's Every Child Matters: Change For Children agenda is aimed at improving young peoples' lives from birth to age 19.

The Government's aim is for every child to have the support they need to:

- Be healthy
- Stay safe
- Enjoy and achieve
- Make a positive contribution
- Achieve economic well-being

This strategy will support the ECM agenda and will complement the work already being carried out by other agencies in achieving the five outcomes.



Local area agreement targets NI110 - young people's participation in positive activities, and NI56 – obesity amongst primary school children in year 6, will be positively contributed towards through ECM and the Bromsgrove Sport and Active Recreation strategy.

## Bromsgrove's Approach to Sport and Active Recreation

Sport can be defined as 'means all forms of physical activity which, through casual or organised participation, aims at expressing or improving physical fitness and mental wellbeing, forming social relationships or obtaining results in competitions at all levels'. (Council of Europe, European Sports Charter, 1993).

Active Recreation is generally unstructured activity that individuals freely pursue in their leisure time for a sense of enjoyment that also benefits their physical, social and emotional wellbeing.

Play is defined by the Children's Play Council as free time activities of children and young people of all ages when they are choosing what to do, usually with their friends, and without direction from adults.

This strategy identifies the principles involved and priorities for the future of sport and active recreation in Bromsgrove. In order for the vision to be achieved a framework needs to be established, key partners need to be identified and a holistic approach needs to be taken in order to address and tackle problems, allocate resources, identify and attract funding, increase sporting opportunities and ultimately achieve success, whether on a personal, community, county or national basis.

It will lead to a more clearly defined and targeted approach to the delivery of sport reflecting national, regional and local objectives, and incorporate key government strategies. It will create and enhance partnerships between Bromsgrove District Council, National Governing Bodies, the County Sports Partnership, School Sport Partnerships, other statutory agencies, voluntary bodies, sports clubs, schools, facility providers and individual sportsmen and women.

Core to the development and implementation of this strategy is the Bromsgrove Extended Community Activity Network (BECAN).

Community Sports Networks (CSN) are an integral part of the

Single System for Sport and Bromsgrove's CSN, BECAN, was established in 2007. BECAN consists of the key organisations involved in delivering sport and active recreation across all sectors of the community. It is a partnership that will have strategic links to



the Local Strategic Partnership Theme Groups Improving Health & Wellbeing and Children and Young People, and will provide the delivery arm for the achievement of district wide improvements for the provision of sport and active recreation opportunities as well as working to deliver a number of the outcomes identified in Bromsgrove District Council's Community Strategy and Improvement Plan and partners local action plans.

Since BECAN's establishment, the group has been successful in securing £82,400 of additional funding to deliver a variety of projects including an activity referral scheme, a disability multi-sport club, a community swim programme, an out of school hours project for young people 16-19yrs, a targeted angling project and employ a part-time walks co-ordinator to develop both led and independent walking opportunities. In addition, a further £48,000 of Sport Unlimited funding to deliver the 5hr offer has been secured and delivery programmed for 2008/2009 with the consultation and involvement of all BECAN members.

An action plan for BECAN will be produced laying out how and when identified improvements will be made over the three year time period of this strategy, and BECAN will have a responsibility to ensure that throughout this time, the membership remains both relevant and representative of the local agencies responsible for delivery.

In July 2008 the Department for Culture, Media and Sport (DCMS) announced the Governments intentions to offer grants to Local Authorities to deliver a Free Swimming programme. The proposal focussed around two core target groups, the under 16's and the over 60's. The proposal offered grant monies for local authority expenditure in the financial year 2009/2010 and 2010/2011. Bromsgrove District Council have proposed to accept the financial support for delivery of free swimming to the over 60's, which will allow the Council to expand current offer of a 50% discounted rate to include for example free of charge swimming lessons and discounted combination packages.



## Principles and Values underpinning the strategy

- To contribute to the five outcomes for children and young people: being healthy; staying safe; enjoying and achieving; making a positive contribution; achieving economic wellbeing.
- To identify new projects and initiatives aimed at increasing participation levels for all and support their development
- To encourage social inclusion by providing facilities, services and opportunities that meet the needs of all
- To ensure that the community has safe and easy access to a range of sport and active recreation opportunities within a reasonable distance from their homes
- To use sport positively to engage children and young people and foster inter-generational respect
- To utilise sport as a tool to address health inequalities across the district and encourage a more active community

## Key Partnerships

### The Sports Partnership Herefordshire & Worcestershire

The Sports Partnership is an alliance of the eight Herefordshire and Worcestershire local authorities, Worcestershire Primary Care Trust, the University of Worcester, Sport England, National Governing Bodies of Sport (NGB's) and other key organisations. Their vision is to be the strategic lead for Sport and Active Recreation in the two counties.

Bromsgrove Sports Development works closely with the Sports Partnership to ensure the effective and co-ordinated delivery of activity and best use of resources. A key element of this work is the development of Joint Delivery Plans (JDP). JDPs are designed to achieve the 5hr offer and are the collaborative work of the North Worcestershire School Sport Partnership, Extended Services and Bromsgrove District Council. The Sports Partnership collates JDPs from each of the District Councils and where possible, co-ordinates the delivery of these plans at a county level to reflect consistency in delivery and ensure value for money by enabling cross district working where possible.

The Community Sports Coach scheme is regionally managed through SPHW, and includes collation of quarterly statistics and the provision of an annual Community Sports Coach Networking Day.

The SPHW coach and volunteer development work includes the provision of Sports Coach UK workshops delivered in the district, the Leadership Academies and support for local clubs wishing to obtain Clubmark accreditation. The SPHW is currently in the process of producing a countywide database of qualified coaches. This will enable all districts to identify suitable coaches within their locality that can be accessed to deliver on a range of programmes, and in addition, allow the SPHW to identify any gaps in coach availability and seek to address these through the delivery of local coaching awards to up-skill new and existing coaches.

SPHW runs a comprehensive website that provides a multitude of information, including local course details, club information including training venues and times, opportunities for funding and volunteering information. Bromsgrove District Council is now able to access the online club database to update this information on an on-going basis.

### **School Sports Partnerships**

School Sports Partnerships are the main vehicle for delivering the national strategy for PE, school sport and club links. They are families of schools that enhance sports opportunities by improving co-ordination, links between primary and secondary schools and out-of-hours opportunities, coaching, leadership and community sport.

The North Worcestershire School Sports Partnership is in its first stage of development and is focused around the main town of Bromsgrove, although it stretches up to Rubery in the north and Alvechurch in the east, as well as encompassing some outlying rural and semi-rural areas. There are 4 families of schools incorporating 29 schools across the district.

The Wyre Forest School Sport Partnership incorporates the 6 primary and secondary schools to the west of the district and the Redditch School Sport Partnership includes the family of 3 schools to the east of the district.

This strategy will identify key areas where Bromsgrove District Council can work with the School Sports Partnerships to help develop sport across the district.

The presence of three different school sport partnerships all within the boundaries of Bromsgrove District brings a unique set of challenges in trying to meet the requirements of all three and provide appropriate levels of support to the districts schools which are inevitably working towards the delivery of three different work plans. These issues are compounded by the fact that the three partnerships are all at differing stages of evolution, with the Wyre Forest SSP being established for over 7yrs and the North Worcestershire SSP being only in its second year of development.

### Specialist Sports Colleges

Chadsgrove School holds specialist sports college status, and is the only school within the North Worcestershire School Sports Partnership to hold this. Haybridge Secondary School based within the Wyre Forest School Sport Partnership also holds this status.

Chadsgrove School is in a unique position, being the only Special Educational Needs (SEN) School within Worcestershire that has Sports College Status and to this end, has specific aims to optimise physical development, growth and fitness and foster a sense of well being, provide opportunity for social development through learning to co operate with others and function as part of a

group and enable pupils to experience the success of competition.



Through successful partnership working across the North Worcestershire School Sport Partnership, Bromsgrove District Council and Chadsgrove School, a

whole range of successful projects have already been delivered including the Playground to Podium project - identifying gifted and talented SEN pupils and providing them with appropriate player

pathways, Keep on Moving – a programme of various activities for adults with disabilities, and the development of a wheelchair basketball club.

## Competition Framework

Launched in September 2005, the National Competition Framework for young people set out the following vision:

- A world-class system of competitive sport for young people
- Transformation of the content, structure and presentation of competitive opportunities for young people of school age
- A heightened profile for school sport and, specifically, competitive opportunities

This work is a collaboration between the Youth Sport Trust, Sport England, the National Council for School Sport (NCSS) and the National Governing Bodies of Sport (NGBs).

The Competition Manager infrastructure for Herefordshire and Worcestershire was originally implemented in 2006 and there is currently a team of 4 Competition Managers in place. Competition Managers are an integral part of the network in raising the quality and quantity of competitive opportunities for all young people in line with the National Governing Bodies' Competition Frameworks. The competition manager for Bromsgrove and Redditch currently coordinates competition targeting young people who do not currently experience regular inter school competition.

Work so far has seen the transformation of high school leagues in a range of sports as well as the scheduling of 'fixture free' weeks where schools are encouraged to engage pupils to try non traditional sports such as dodgeball, trampolining and rowing. In addition extended team tournaments are taking place throughout Bromsgrove in traditional sports such as netball and football, which allow more young people the opportunity to represent their school in competition.

In addition the competition frameworks are advocated in Bromsgrove supporting a pathway to lifelong engagement through participation, leadership and volunteering and performance. A new National Schools Sports Week was delivered in July 2007, aiming to create an exceptional competitive experience for all young people whilst supporting sport to identify and develop talented

young performers. By 2010 England will be well on the way to possessing a world class competitive sport structure which will increase participation, underpin the development of talented and elite performers of school age and impact on the health of the nation's young people.

### Local Strategic Partnership

A local strategic partnership is a none statutory, Multi Agency body which works within local authority boundaries and aims to bring together at a local level, different parts of the public, private, community and voluntary sectors to co-ordinate and improve the delivery of sustainable economic, social and physical regeneration, or improved public services that meet the needs of local people.

This may mean working more co-operatively, changing ways of working, or reallocating resources to try and tackle the issues that really matter to local people.

Bromsgrove's Local Strategic Partnership developed a Community Plan that now incorporates six theme groups: Communities that are safe and feel safe; Better Environment for Today and Tomorrow; Economic Success; Improving Health and Well-being; Children and Young People; and Stronger Communities.



The Community Plan is a strategy concerned with addressing issues important to residents, the business community and visitors to Bromsgrove District. It focuses on the way in which services are delivered and how they can be improved for everyone's benefit. The Plan is a developmental document and the priorities identified may change over time as improvements are realised and new issues emerge. Changes will be reflected in subsequent editions of the Plan and it will be updated at least annually.

The Plan provides an overall vision based on issues identified through consultation, government directives, postal and telephone surveys, focus groups and stakeholder meetings.

The aims and objectives of the Community Plan are to provide a co-ordinated approach to improving the quality of life for everyone in the District.

All plans produced by Bromsgrove District Council sit underneath the Community Plan, with the Sports Services Sports Strategy occupying the bottom tier of the pyramid.

### **Integrated Youth Support Strategy**

This strategy outlines 10 standards through which the planned ambition should be realised. Specifically, the integration and support for young people is focussed on three key strands – positive activities, information, advice and guidance, and targeted support. The strategy seeks to enable partners to target resources more effectively so that delivery is proportional to need, promote, facilitate and enable co-ordination and integration, introduce localised commissioning to enable Bromsgrove LSP Theme Group Children and Young People to take on delegated responsibility, and finally, to utilise appropriate performance indicators to measure and monitor performance.

The integrated youth support strategy is currently in draft format and is out for consultation. The Bromsgrove Sport and Active Recreation strategy will be utilised going forward to address the 10 standards and partnership working that is highlighted by this document.

### **Scope of the Strategy**

The Bromsgrove Sports Strategy covers sport and active recreation opportunities for all, inclusive of those with differing needs.

- Outdoor sports facilities in public parks
- Outdoor sports facilities on housing developments
- Open spaces for recreational use
- Indoor sports facilities
- Programmed activities based within existing sports facilities
- Sport and active recreation activities offered by statutory and voluntary groups including sports clubs, schools (both curricular and out of school hours learning), sports development, leisure providers, day centres, childcare and uniform groups and youth clubs

- Youth provision such as skate parks and climbing walls
- Outreach sports delivery
- Holiday schemes
- Extended services

## Vision & Values

Our vision is to maximise opportunities, widen access to sport and active recreation and promote high quality positive experiences to encourage lifelong participation for all those who live, work in and visit Bromsgrove.

Bromsgrove has developed five values to underpin our approach to achieving the vision:

### Partnership Working

We believe that in order to succeed we must work together, complimenting existing provision and enhancing services through a process of openness, collaborative working and the sharing of ideas, information and resources.

### Access to Services

We believe that everyone has the right to access sport and active recreation opportunities. We recognise the blend of urban and rural living across the district and seek to provide accessible provision for all.

### Valuing Differences

We believe that by recognising and valuing the diversity within our community we can provide better services that will meet the current and future requirements of our local population.

### Quality Provision

We believe that quality experiences are crucial in engaging and encouraging continued participation in any sport or recreational activity.

### Sense of Community

We recognise that sport and active recreation can engender a sense of community in all those who are involved. By celebrating achievements and positive contributions within sport and active recreation we can promote a better quality of life for all.

## Our Principles

### Quality

We strive for quality provision of services at all times. This includes quality coaching, delivery and development of sports activities, and design and management of facilities. In order to achieve and maintain quality, the clubmark process is fully supported, and those clubs who have either achieved clubmark or who can demonstrate that they are working towards clubmark are promoted over and above other clubs within the district. In addition, clubmarked clubs are able to access funding towards coaching qualifications etc through the Sports Partnership Herefordshire and Worcestershire.

### Participation

In the 2006 Active People Survey the number of adults taking part in regular sport and active recreation in the West Midlands was measured at 19.3% (829,217 individuals). In Bromsgrove, regular participation (3 days a week, 30 minutes moderate intensity) was measured at 22.2%. Nationally, a 1% minimum growth in participation target has been set by Sport England, with the target of at least 50% of the population playing sport by 2020.

We believe that alongside the key message of increasing participation, there is significant value from providing and engaging in appropriate competition. Competitive sport can and should deliver high quality pathways which will leave a lasting legacy up to and beyond the 2012 Olympics.

### Equity

“Sports equity is about fairness in sport, equality of access, recognising inequalities and taking steps to address them. It is about changing the culture and structure of sport to ensure that it becomes equally



It



accessible to everyone in society “(Sport England, 2000).

Sport can overcome inequalities and break down barriers but must itself be equitable and fair. Access is central to the provision of opportunities and the facilities used and provided should be, as far as reasonably practicable, accessible and appropriate to the needs of everyone. Equally, those who are an integral part of the provision of sporting opportunities should not only be equitable themselves in attitude and perceptions, but also promote equitable behaviour among others.

### **Fair play**

The principles of fair play should be integral to sporting activity at all levels. Everyone involved in sport should acknowledge that intolerant attitudes and behaviour must be eradicated from sport, and that sport has great potential to foster tolerance in society as a whole.

Awareness of the need to establish positive action to promote tolerance and fair play in and through sport should be raised in all circles concerned, including sports clubs, coaches, facility operators and sportsmen and women.

It is acknowledged that the need to develop a sporting environment where fair play and playing within the rules is at the top of the agenda is required in order to demonstrate that winning is important, but not at any cost.

### **Delivery of wider social agendas**

Sport can play an active part in promoting the social, economical and environmental wellbeing of communities, thus enhancing quality of life.

Sport England acknowledges the wider social and economic impact that sport can have, breaking it down into four key areas: improving health and well-being, creating stronger and safer communities, improving educational attainment and benefiting the economy.

Within Worcestershire, the Active People survey highlighted walking (22.5%), swimming (13.3%) and going to the gym (10%)

as the top three active recreation activities people currently engage in. The benefits of an active lifestyle, whether through competitive sport or a brisk walk in the park can include reduced risk of circulatory diseases, improved feelings of mental health and wellbeing, reduced levels of stress, improved joint mobility and can encourage social interaction.

## Sports Development Continuum

The Sports Development Continuum underpins the vision and values by providing a clear pathway for the progression of participants at all levels in order to maximise achievements. In order for the model to be effective, the five values all need to be successfully implemented to ensure a quality experience is enjoyed by the participant, no matter which level they are currently performing at. It is composed of four levels which form a pyramid model:

**Excellence:** This is the 'peak' where individuals achieve sporting excellence and can be applied to performers at national and international levels.

**Performance:** At this level, the focus shifts to the identification of talent and improvement of sports specific skills. A more competitive element exists at this level, often at club or county level.



**Participation:** This refers to the regular participation in a specific activity primarily for enjoyment purposes. For children this can often be at a basic competence level, though for many competent adults participation is purely for reasons of health, fitness and social interaction.

**Foundation:** This level is the early development of skills and competencies. The acquisition of good exercise/skill habits provides a basis for personal development and future participation in sport.

As a local authority and member of BECAN, our focus is centred around the foundation and participation levels of the pyramid, encouraging and working to maximise 'grass roots' opportunities and increase participation, and then identifying gifted and talented individuals to feed through and develop pathways to move into the performance and excellence stages, often referred to as elite performance.

Within Bromsgrove, performance and excellence levels are predominantly supported by the local clubs and county and regional development squads. However, the Council supports the transition between performance and excellence within the Sports Development continuum through its Free Access for County/National representatives Scheme (FACS/FANS). This scheme, administered by the Sports Development team, offers free usage of one of the following facilities: Dolphin Centre, Haybridge Sports Centre, Sanders Park Tennis Courts. Renewable on an annual basis, the scheme enables the districts residents to utilise the local facilities to support their training and development in their chosen activity.

## Issues

Consultations used in the development of this strategy include:

Our Say Our Way – Children and Young Peoples Event  
Youthink Consultation  
The Big Questionnaire  
Bromsgrove District Council Quality of Life Survey  
PPG17 Audit (including playing pitches)  
High 5 sporting opportunities event

Issues raised include:

- Differing needs of age ranges
- Transport/traffic fears
- Lack of information on existing provision
- Poor communication
- Negative perceptions of young people
- Cost of activities at leisure centres
- Need for better facilities in parks and open spaces
- Lack of information on local walks
- Affordability
- Creches at exercise venues

- Lack of time
- Poor quality pitch provision
- Lack of appropriately sized pitches (ie. shortfall of mini-soccer and junior pitches)
- Lack of choice/not enough on offer

## Outcomes

1. Raise participation levels within sport and active recreation, particularly for under represented groups across the district

### Priorities for change

- Widened access to an increased range of sport and active recreation opportunities
- More people have the opportunity to take part in a sport or active recreation activity of their choice
- More people have the opportunity to access a local sports facility as part of a healthy lifestyle
- Increased investment into sport and active recreation to enable enhanced programming and provision

2. Increase the number of high quality sports clubs, coaches, officials, volunteers and active recreation groups, therefore improving player pathways and the ability to signpost through to elite performance

### Priorities for change

- More accredited sports clubs throughout the district with increased number of junior sections
- More sports clubs working towards accreditation
- More coaches attaining additional coaching qualifications
- More volunteers supporting local sports clubs through the Step Into Sport and Sports Leaders programmes
- Investment into facilities

3. Positively impact upon the local community by contributing to the outcomes of the Bromsgrove Local Strategic Partnership and the Worcestershire Local Area Agreement

### Priorities for change

- More targeted programmes to reduce criminal damage and anti-social behaviour
- More sport and active recreation opportunities to improve quality of life of older people
- Support children and young people to live healthier and longer lives by increasing the amount of physical exercise and tackling obesity
- More opportunities for leisure and recreation activities for everyone
- Increased development of parks and open spaces to promote active recreation

## Monitoring and Evaluation

All partners will contribute to the monitoring and evaluation of this strategy and the effectiveness of the projects that it drives.

- High level action progress will be reported to the LSP Theme Group Improving Health and Wellbeing.
- Records will be kept on users and diversity of users accessing programmes delivered through this strategy.
- A range of methods should be utilised to gather feedback from those who access activities so that this can be shared and used effectively to guide future programmes.
- All programmes should be evaluated to review what has been achieved in terms of effectiveness. This should include both quantitative and qualitative data.
- Details should be recorded of any accreditations or key learning outcomes achieved as a result of delivery from associated sport and active recreation programmes.

### Performance Indicators

A set of performance indicators are required to enable all partners utilising this strategy to monitor performance which will help to

measure the relative success or shortcomings of this sports strategy. These indicators will also be a useful tool to demonstrate the impact that the joined up and collaborative workings of the partners involved is having on the community of Bromsgrove.

### Participation

The total number of users accessing sport and active recreation provision through the strategy

The total number of usages for sport and active recreation provision through the strategy

Method of generation  
Registers of activities

### Quality

Number of clubs within Bromsgrove District who are accredited

Number of clubs within Bromsgrove District who are working towards accreditation

Method of generation  
Clubs meeting either their National Governing Bodies accreditation or generic clubmark accreditation

The percentage of the population that have access to at least three different types of facility which are all within easy walking or cycling distance.

Method of generation  
PPG17 Audit

### Satisfaction

The percentage of the local community (i.e. from all social and ethnic groups including those who have disabilities) who record a score of either very satisfied or fairly satisfied for the provision of sporting and leisure opportunities

Method of generation  
Annual household survey

## Volunteering

The number of individuals who volunteer onto a project or activity programme through the strategy

Method of generation

16+ levels recorded from the Active People Survey

Under 16 levels recorded through the School Sport Partnerships

## With Thanks

Bromsgrove District Council would like to thank the following individuals for their thoughts, contributions and constructive feedback to the production of this strategy:

Rebecca Clayton – Bromsgrove District Council

John Godwin – Bromsgrove District Council

Stephen Brewster – Sports Partnership Herefordshire and Worcestershire

Dave Evans – Worcestershire County Council

Graham Rocke – Bromsgrove Community Safety Partnership

Emma Barton – Worcestershire Primary Care Trust

Vicci Webley – Youth Sports Trust

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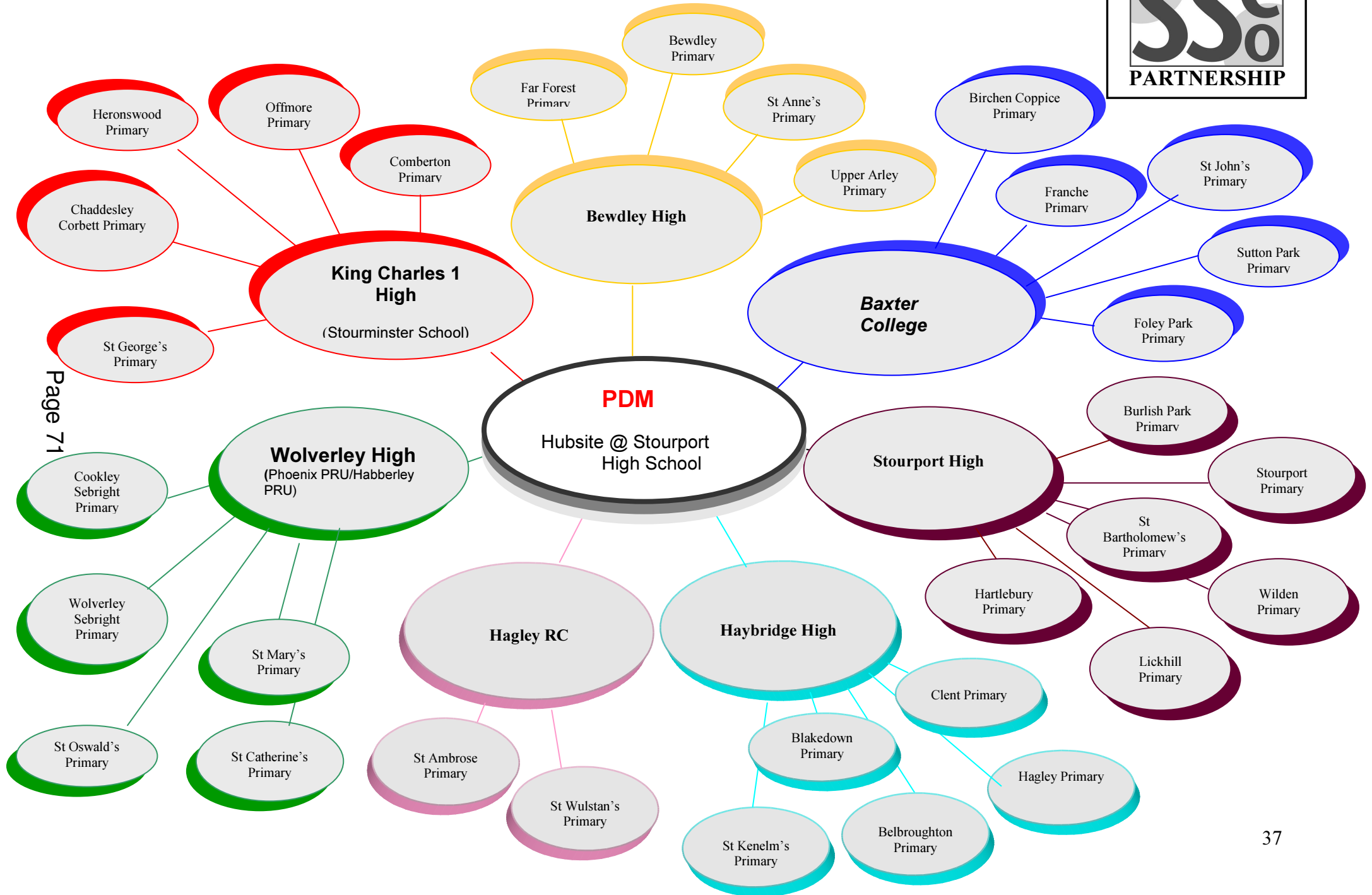


## Key Contacts List

Name	Position/Organisation	Contact Telephone Numbers	Email Address/Fax No.
John Godwin	Deputy Head of Service Street Scene and Community Bromsgrove District Council	01527 881720	j.godwin@bromsgrove.gov.uk
Becky Clayton	Sports Development Manager Sports Development Bromsgrove District Council	01527 881315 07771 611950	r.clayton@bromsgrove.gov.uk
Vicci Webley	Senior Competition Manager Bromsgrove & Redditch	07726 165068	webleyv@thevle.co.uk
Stephen Brewster	Partnership Director Sports Partnership Herefordshire & Worcestershire	01905 855537	s.brewster@worc.ac.uk
Sarah Mackay	Sports Development Manager Sports Partnership Herefordshire & Worcestershire	01905 855426	s.mackay@worc.ac.uk
	Dolphin Centre Bromsgrove District Council	01527 881720	dolphincentre@bromsgrove.gov.uk
	Haybridge Leisure Centre Bromsgrove District Council	01562 882790	
Emma Barton	Health Improvement Co-Ordinator Bromsgrove District Worcestershire Primary Care Trust	01527 881311	e.barton@bromsgrove.gov.uk
Mandy Newbold	North Worcestershire School Sport Partnership	01527 579830	mnewbold@chadsgrove.worcs.sch. uk
Ian McNally	Redditch School Sport Partnership	01527 526800	imcnally@tiscali.co.uk
Alex Mays	Wyre Forest School Sport Partnership		alex_mays@yahoo.co.uk
Graham Roche	Community Safety Partnership Manager	01527 881486	g.rocke@bromsgrove.gov.uk

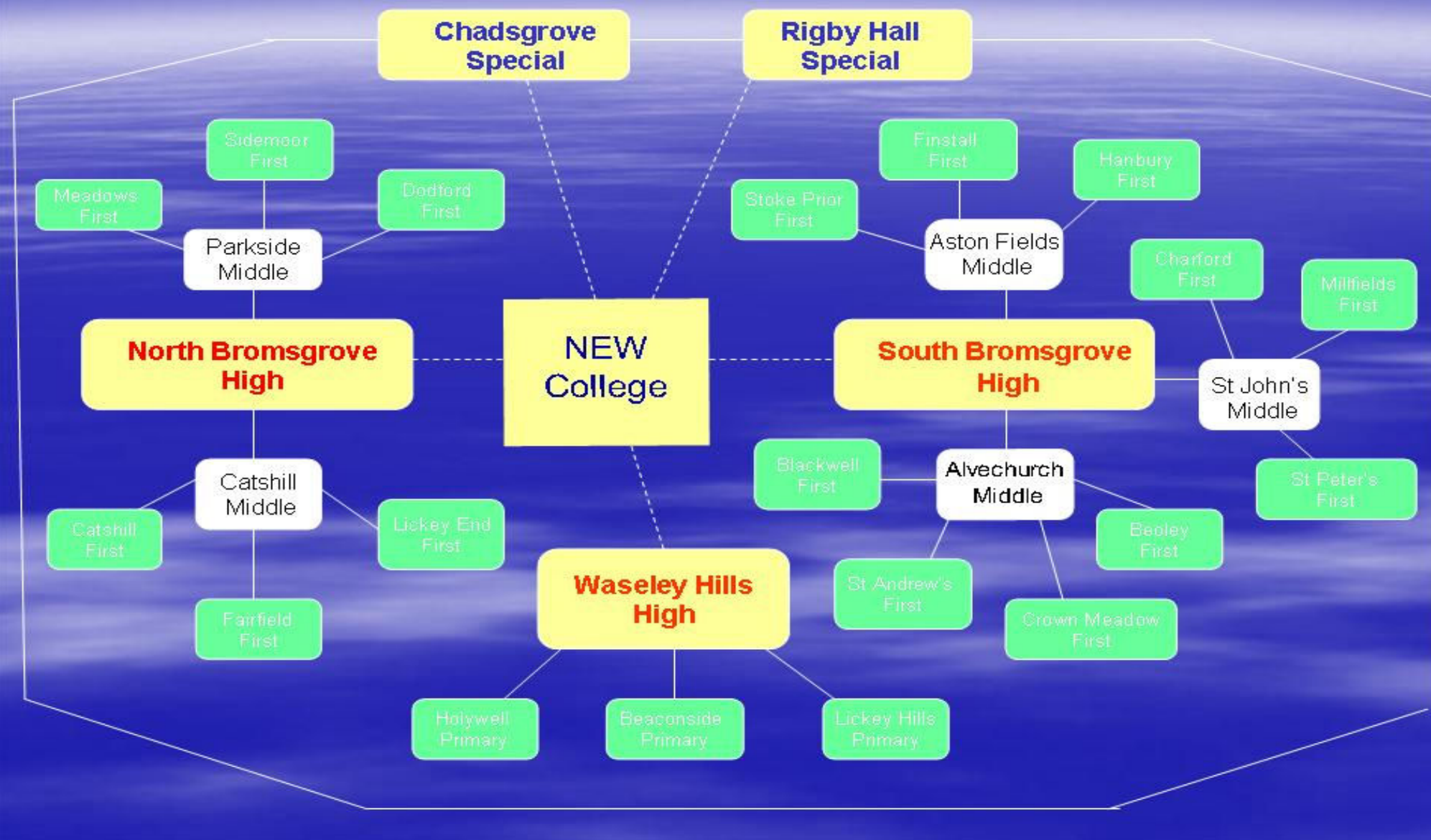
	Sport England West Midlands Regional Office	02072 731551	info@sportengland.org
Liz Morgan	Director of Sport Chadsgrove School and Specialist Sport College	01527 871511	lmorgan@chadsgrove.worcs.sch.uk
Dave Evans	Youth Support Childrens Services Worcestershire County Council	01905 765417	DEvans1@worcestershire.gov.uk

# Wyre Forest School Sport Partnership

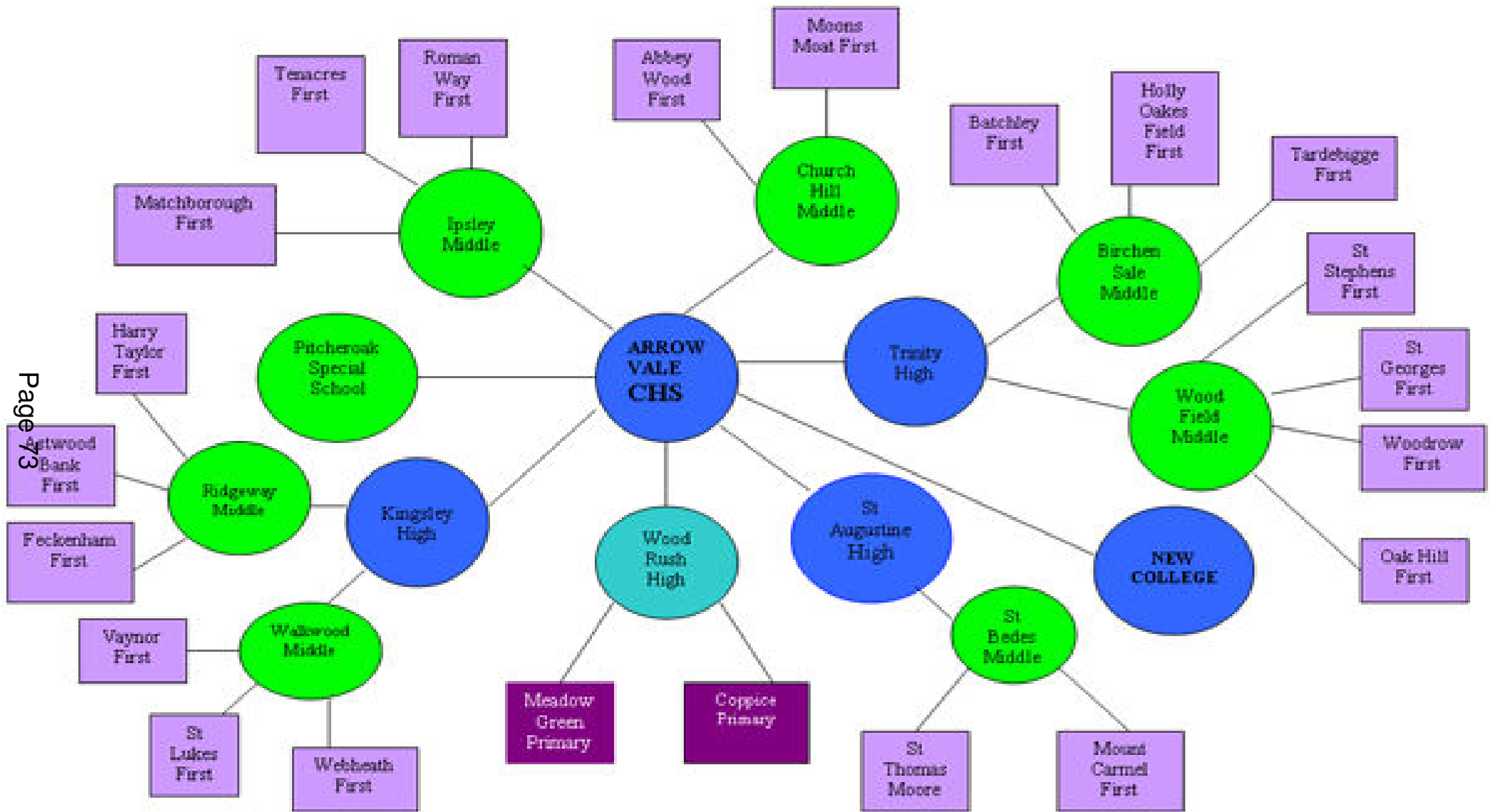


# North Worcestershire School Sport Partnership

## Partnership Diagram



# Redditch School Sport Partnership



# Bromsgrove District Council

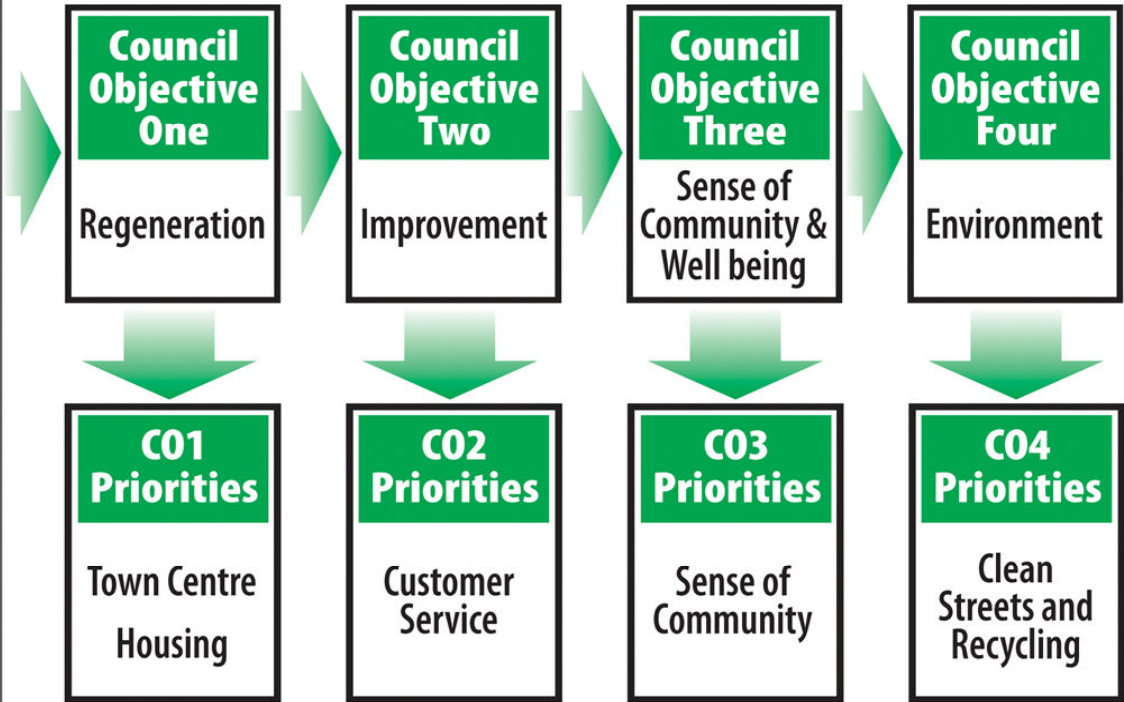
# our Vision our Values and Objectives

## Vision

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

## Values

Leadership  
Partnerships,  
Customer First and  
Equality



**Bromsgrove**  
District Council

[www.bromsgrove.gov.uk](http://www.bromsgrove.gov.uk)



# Current BDC Performance Indicators & Targets

Ref	Description				2008/09 Monthly Performance figures											
					Apr.	May.	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.

## PI's reported corporately

LPI Community Safety	Sports development usages	M	C	Target	1743.00	1804.00	1804.00	1825.00	1681.00	1763.00	1763.00	1620.00	1558.00	1579.00	1640.00	1722.00
				Actual												

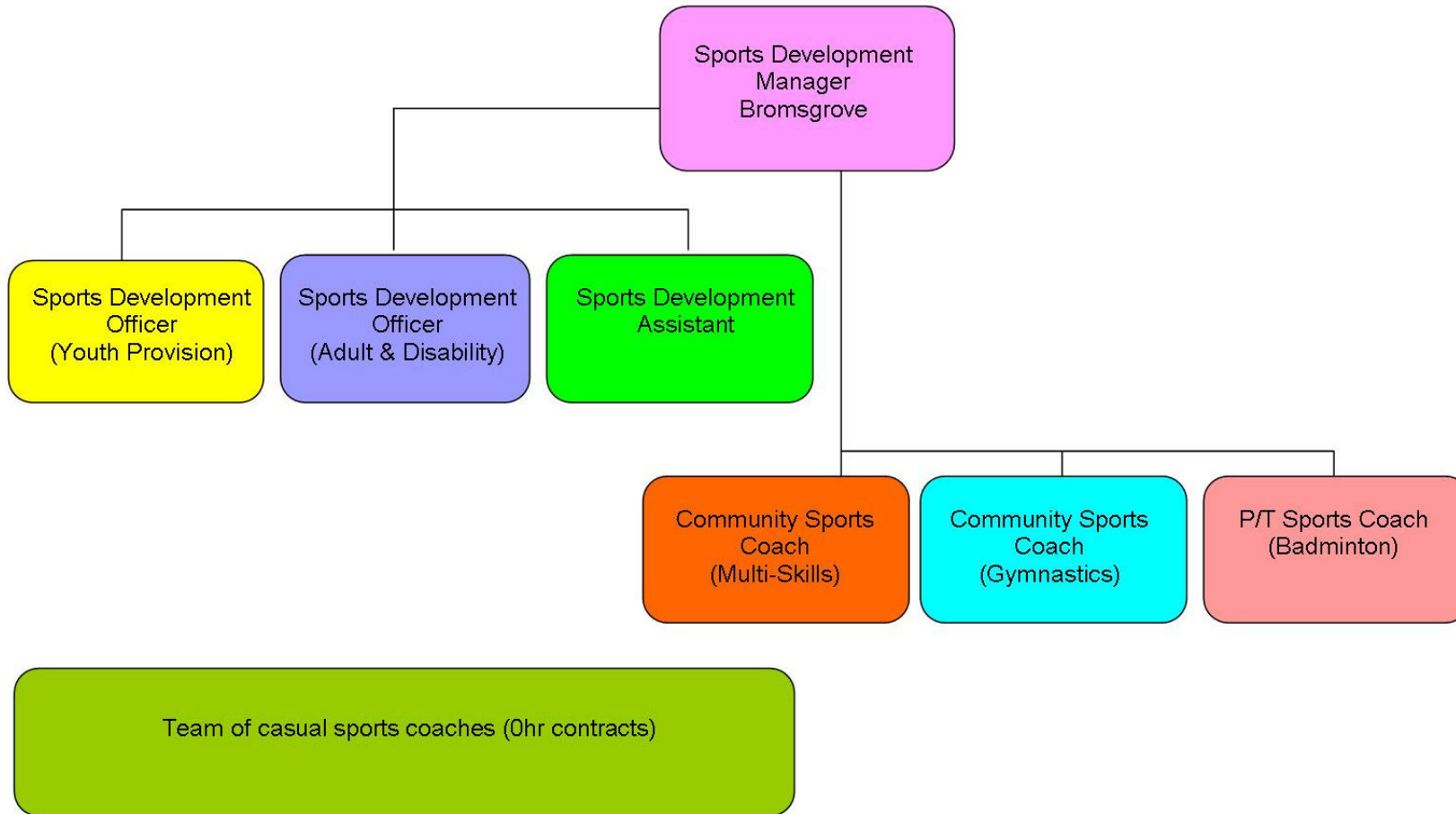
M\* = in the months when available ( 3 times per year)

## Other Indicators Not Reported Corporately

LPI CS2 Pages 75	Number of locally delivered diversionary sessions	M	C	Target	7	7	7	24	42	2	19	12	4	6	19	8
				Actual												
LPI CS3	Numbers of users attending diversionary activities.	M	C	Target	32	41	49	57	57	8	52	20	22	18	58	22
				Actual												
LPI SD1	SD - Quality Assurred Clubs	Q	S	Target	N/A	N/A	16	N/A	N/A	17	N/A	N/A	18	N/A	N/A	18
				Actual	N/A	N/A		N/A	N/A		N/A	N/A		N/A	N/A	
LPI SD2	SD - Clubs working to quality assurance	Q	S	Target	N/A	N/A	6	N/A	N/A	6	N/A	N/A	7	N/A	N/A	7
				Actual	N/A	N/A		N/A	N/A		N/A	N/A		N/A	N/A	
LPI SD3	SD – Number of SD sessions delivered	M	C	Target	93	96	96	97	89	94	94	94	84	84	88	91
				Actual												
LPI SD4	SD – Number of users attending SD sessions	M	C	Target	714.00	740.00	740.00	747.00	688.00	722.00	722.00	664.00	638.00	647.00	672.00	706.00
				Actual												

# Current Sports Development Staff Structure

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## **Bromsgrove Extended Community Activity Network (BECAN)**

### **Terms of Reference**

#### **Aim:**

To increase opportunities and widen access to sport and active recreation for all those who live, work and visit Bromsgrove

#### **Purpose:**

- To develop a local Sport and Active Recreation Action Plan which identifies new projects and initiatives aimed at increasing participation levels for all in sport and active recreation
- To create opportunities to develop and influence new policies and initiatives
- To establish effective communication channels locally and sub-regionally to keep all stakeholders informed of action plans and initiatives
- Identify a variety of funding streams to enable delivery of the Sport and Active Recreation Action Plan
- To improve equality of opportunity and promote inclusivity across sports and active recreation
- To share information, knowledge and best practice between network members
- To monitor performance and regularly feed updates into the LSP Health & Wellbeing Theme Group
- To link work across the LAA blocks relating to Community Safety and Health

#### **Accountability:**

BECAN will be accountable to the Sports Partnership Herefordshire & Worcestershire and LSP through the Health & Well Being Theme Group

#### **Membership:**

- Age Concern
- Bromsgrove District Council
- Bromsgrove and District Sports Council
- Chadsgrove Specialist Sports College
- Community Safety Partnership
- Extended Services
- North Worcestershire School Sport Partnership
- Sports Partnership Herefordshire & Worcestershire
- Worcestershire PCT
- Youth Support, Childrens Services (Ryland Centre, WCC)

\*Membership is non-exclusive and will be reviewed on an annual basis. Membership will also alter in response to the development of new projects.

### **Role & Responsibility of members:**

Each member should have a clear mechanism for communication between themselves and their organisation or team to disseminate information/developments to the relevant additional parties. If a member is unable to attend a representative should attend in their place where possible. Lack of contact of the named member on 3 consecutive occasions will result in contact from the chair. Members submitting agenda items must do so to the chair a minimum of 7 days prior to the meeting.

### **Quorum:**

Five members present will form a quorum, however no decisions will be made that will affect a stakeholder without their representation.

### **Frequency & Venue of meetings:**

- All meetings will be held at a nominated venue to be agreed
- Meeting frequency will be determined by the group, correspond to the LSP Health & Wellbeing theme group meetings, altered as deemed necessary, and not less than 4 meetings per annum

### **Key Outcomes:**

- Increase the number of people taking part in sport and active recreation across the district by at least 1% year on year
- Increase opportunities for sport and active recreation, particularly for under-represented groups across the district
- Increase the number of high quality sports clubs, coaches, officials, volunteers and active recreation groups within Bromsgrove District
- Increase investment into sport and active recreation in Bromsgrove District
- Adopt a co-ordinated approach to the delivery of sport and active recreation
- Improve player pathways at grass roots, signposting through to elite performance
- Contribute to the outcomes of the Worcestershire LAA
- Support the development and delivery of diversionary activities
- Positively impact upon health and well being by supporting delivery to meet the Improving Health & Wellbeing LAA block outcomes
- Contribute to the priorities of the Bromsgrove District Sports Strategy

The projects completed and key outcomes achieved by BECAN are in addition to the work that each member organisation carries out independently or through other partnerships work.

Adopted 1<sup>st</sup> February 2008 and to be reviewed annually.

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## BROMSGROVE DISTRICT COUNCIL

### CABINET

5<sup>th</sup> NOVEMBER 2008

#### CAPITAL PROGRAMME INCREASE – LICKEY END RECREATION GROUND

Responsible Portfolio Holder	Councillor Roger Hollingworth
Responsible Head of Service	Deputy Head of Street Scene & Community
Non Key Decision	

#### 1. SUMMARY

- 1.1 This report requests members to agree to an increase in the Council's capital programme in relation to the above Recreation Ground improvements and play area refurbishment.

#### 2. RECOMMENDATION

- 2.1 The Executive Cabinet is recommended to:

- 2.1.1 Request Full Council to approve a £50,000 increase to the 2008/09 Capital Programme to be funded from the Department for Children, Schools & Families (DCSF) grant in respect of the play area refurbishment/enhancement at the above site, as highlighted in section 4.1 of this report.
- 2.1.2 Request Full Council to approve a £15,000 increase to the 2008/09 Capital Programme, to be funded from Capital Receipts to enhance the accessibility of the facilities at the above recreation ground, as highlighted in section 4.1 of this report.

#### 3. BACKGROUND

- 3.1 As elected members will be aware Bromsgrove District Council were instrumental in establishing the Worcestershire Play Partnership along with the County Council and the other five district authorities across Worcestershire. As part of the work of the partnership a County wide Play Strategy was produced along with a district level action plan to govern the development & delivery of the play services to ensure that they meet the partnerships priorities based on local need.
- 3.2 The structure, strategy and work of the group have been used by Play England as an example of best practice when working in a two tier authority setting. One of the benefits of the approach that has been adopted is that the partnership was invited to apply to the Department for Children, Schools

& Families (DCSF) for Play Pathfinder status, if successful this would mean an investment in Worcestershire of £2.5 million capital and £500,000 revenue funding linked to key projects including a new adventure play facilities.

- 3.3 Unfortunately the initial bid was unsuccessful although there is a subsequent bidding round commencing in September 2008 which the group are currently debating. Worcestershire was however, awarded Play Builder status which means the DCSF has provided £1 million pounds over a 3 year period to develop or enhance up to 25 play areas.
- 3.4 The funding stream will run from September 2008 to March 2009 and the following two financial years. However in order to qualify for the grant funding the Play Partnership had to demonstrate that it could deliver six play areas with in the first year that were innovative, challenging, accessible, include community involvement in their design, were sustainable and most importantly deliverable on time and with in budget.
- 3.5 In order to meet the funding criteria and the deadlines imposed by the DCSF the play partnership agreed that the first years funding round would be co-ordinated by each District Council as they were in a position to fully appreciate and understand the local context of the bids submitted. The District Council was charged with putting forward 3 play areas as potential projects which were vetted by a sub group of the partnership. Due to capacity issues with in the Parks Team and the current condition of some of our own play areas. Bromsgrove's bids were limited to sites which we operate and included Swans Length in Alvechurch, Shelley Close in Catshill, Aston Fields Recreation Ground and Lickey End Recreation Ground,
- 3.6 Following the vetting process the play partnership sub group supported the Lickey End Recreation Ground project due to the innovation that it had demonstrated with using natural play in an area that was semi rural/urban. The bid was also recommended to the partnership to go forward due to BDC's recent good record in delivering this type of project and the robust local consultation that is built into the design and build process we follow.
- 3.7 Members should also be aware that the Play Partnership has requested that the Council be on stand by for another project at short notice should colleagues with in Worcestershire be unable to deliver their own project with in the agreed time scales. As such we will be developing a second project concurrently should an opportunity become available and designs are being prepared. It is proposed at this stage that we will develop the Swans Length site in Alvechurch in order to complete the works on site and to complement the recent investment made to youth provision.
- 3.8 If the Council has to deliver this additional project a report will be presented to members to release additional funds required.

3.9 Officers are now in the final stages of processing the funding application in order to commit to the projects timescales and commence the on site preparations and delivery, subject to member approval.

#### **4. FINANCIAL IMPLICATIONS**

4.1 The Total cost of the project will be £65,000, which is based upon a:

- £50,000 play areas enhancement.
- £15,000 worth of infrastructure work to enhance the sites accessibility, car parking, ancillary facilities, signage and to develop the sites as a natural open space.

4.2 The cost of the is project will be met from a Capital grant from the DCSF for £50,000 to undertake the play area enhancement and a £15,000 investment from the Council's capital receipts.

4.3 All consultation, design and project management costs for this project will be met from existing resources.

4.4 All ongoing maintenance implications will be met from existing resources, a review of replacement requirements will be addressed as part of the medium term financial plan.

#### **5. LEGAL IMPLICATIONS**

5.1 There are no legal implications contained with in this report as the installation with be covered by the Play Framework Contract which has vetted the contractors previously.

5.2 The funding agreement has been reviewed and does not give any cause for concern.

#### **6. COUNCIL OBJECTIVES**

6.1 The overall site improvements and the play area refurbishment will contribute to the Sense of Community and Well Being objective by enhancing the current level of provision provided to residents, increasing access to the site and by promoting additional use of the Recreation Ground.

6.2 The site improvements will also allow additional activities be undertaken at the venue to promote the Sense of Community priority for example increased sports & arts development delivery on site to bring different generation together. This was again featured in the initial bid and was viewed as a strong area of the bid as there were direct links to the Council's Priorities but also the Play Strategies Outcomes of "Increased opportunity to access and enjoy play" and Increased Inclusive Play Opportunities.

**7. RISK MANAGEMENT**

7.1 There are no risks associated with this project over and above the normal process for installing a new play area which are based in Health & Safety Legislation. These implications have been reviewed and scrutinised within the play framework contract and an agreed approach developed in order to protect BDC's interests and to meet the funding criteria.

**8. CUSTOMER IMPLICATIONS**

8.1 Increased quality of provision leading to higher customer satisfaction with the Council and its services.

8.2 Members should be aware that whilst the works are undertaken the play facilities and the site will be unavailable in order to complete the works. We will of course endeavour to minimise disruption and notify residents well in advance.

**9. EQUALITIES AND DIVERSITY IMPLICATIONS**

9.1 During the consultation period officers will identify the needs of disabled and where possible the site will provide disabled play facilities. In addition the site access arrangements will be enhanced to support such usage.

**10. VALUE FOR MONEY IMPLICATIONS**

10.1 The installation will be undertaken within the Council's Play Framework contract and as such has already been reviewed and accepted as promoting VFM and the effective use of resources.

10.2 The enhanced facilities will also contribute to higher resident satisfaction outturns as highlighted in section 8.

**11. OTHER IMPLICATIONS**

Procurement Issues – This project is covered by the play provision framework contract.
Personnel Implications - None
Governance/Performance Management - None
Community Safety including Section 17 of Crime and Disorder Act 1998 - None
Policy - None
Environmental - None



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**12. OTHERS CONSULTED ON THE REPORT**

Portfolio Holder	Yes
Chief Executive	Yes
Executive Director (Partnerships and Projects)	<u>Yes</u>
Executive Director (Services)	<u>Yes</u>
Assistant Chief Executive	<u>No</u>
Head of Service	<u>Yes</u>
Head of Financial Services	<u>Yes</u>
Head of Legal, Equalities & Democratic Services	<u>Yes</u>
Head of Organisational Development & HR	<u>No</u>
Corporate Procurement Team	<u>No</u>

**13. WARDS AFFECTED**

Linthurst

**14. APPENDICES**

None

**15. BACKGROUND PAPERS**

Worcestershire Play Strategy  
Bromsgrove Play Action Plan  
Play Builder Documentation - DCFS

**CONTACT OFFICER**

John Godwin  
j.godwin@bromsgrove.gov.uk  
(01527) 881730

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## BROMSGROVE DISTRICT COUNCIL

### CABINET

5<sup>th</sup> NOVEMBER 2008

#### SPATIAL PROJECT - SECOND PHASE

Responsible Portfolio Holder	Cllr Del Booth
Responsible Head of Service	Deb Poole Head of E-Government & Customer Services
Key Decision	

#### 1. SUMMARY

1.1 The Spatial Project is a modernisation programme aimed at providing staff with the systems, processes and tools to deliver improved services to BDC customers. The project business case separated the delivery of these systems into two phases. Phase one was known as FM1 and phase two as FM2.

Phase one has been underway since the end of 2006 and is due for completion at the end of October 2008.

Phase two was proposed to start after completion of the first phase and focused on delivering complex system integration. A more detailed analysis of the project phases is available within the Spatial Project Business case.

1.2 In July 2008 system suppliers were invited to tender for the provision of a solution for phase two of the project. Two suppliers, Anite Systems and Hewlett Packard, submitted proposals and carried out presentations to the Spatial Project Board. The tender exercise was based on finding a possible solution for the original scope of phase two of the Spatial project.

It was agreed that a report would be taken to Cabinet to provide additional detail once the costs were known and the first phase neared completion. Details of the proposed costs for these solutions are included in this report at 4.2.

1.3 As a result of the systems presentations mentioned in 1.2 above, it became clear that the scope of the second phase of the Spatial project would need to be redefined and the potential costs for this element reviewed.

1.4 The revised scope for phase two has been costed at significantly less than the original £1.2 million previously approved by Members for this work. Consequently, the revised scope would result in a return to the Capital budget of approximately £1m.

#### 2. RECOMMENDATION

2.1 It is recommended that:

2.1.1 members agree to the release of £101,700 of Capital monies from the previously approved project budget.

2.1.1 Members agree to the revised scope for phase two including the purchase and implementation of 'SmartPoint' software as detailed in this report.

2.1.2 The implementation of this software be scheduled to follow the conclusion of phase one of the Spatial Project, which is due for completion at the end of October 2008. This will enable the knowledge and experience of key Spatial phase one resources to be utilised during the second phase.

### 3. **BACKGROUND**

3.1 In 2005 a wide ranging investigation was carried out into the efficiency and effectiveness of BDC's business processes. The findings of this investigation were detailed in the Spatial Project Business Case which was presented to Members in 2006 for approval. The business case proposed two phases of implementation:

**Phase One (FM1)** - The first phase proposed the transformation of service delivery along with the introduction of mobile working and remote working. The main key deliverables of this phase of the project were covered under three headings:

- Business Process Mapping
- Corporate Electronic Document Management
- New Integrated Business Applications (CAPS/IDOX)

The detailed breakdown of applications and system developments contained within these three key deliverables is listed below:

- Corporate Gazetteer
- Gazetteer Management system (LLPG – Local Land and Property Gazetteer)
- Environmental Health system
- Estate/Asset Management module
- Building Control module
- Development Control module
- Electoral Management system
- Housing module
- Licensing module
- Land Charges module
- Document Management system
- Business Process Mapping
- Mobile technologies
- Web based access to mapping data

**Phase Two (FM2)** - The second phase of the project proposed the delivery of complex, deep integration to existing core back office applications eg: Agresso, Customer Relationship Management system (CRM) etc.

#### **4. SPATIAL PHASE TWO – REVISED APPROACH**

4.1 During the past two years since Members approved the Spatial Project Business Case, BDC has undergone a considerable amount of change. Many of these changes have, or are likely to, impact on the original Spatial phase two scope. Some of these key changes include:

- The Customer Relationship Management (CRM) system, known as ‘E-Shop’ is going to be upgraded to ‘OneServe’ by the Worcestershire Hub partnership within the next twelve months. This would lead to any existing two way integration between the CRM and back office systems such as Benefits, having to be re-written by suppliers at high cost.
- The Customer Services Centre has various potential directions for future business delivery including a shared services model and, until it is clear how this will progress, making a large capital investment at this time carries a high risk of being redundant spend.
- The recent appointment of a shared Chief Executive between BDC and Redditch Borough Council (RBC) could result in the delivery of more shared services between these organisations. The requirement to change or merge existing back office systems would make any complex integration project and spend redundant as other non BDC systems came online.

4.2 Due to the above items and the need to ensure their associated risks were priced into the original second phase, the two potential suppliers for FM2 produced the following costs based on the original scope.

<b>FM2 – Original Scope</b>	<b>Anite</b>	<b>Hewlett Packard</b>
Implementation	£800,000	£2,600,000
Support	£500,000	£2,400,000
MDA Services	£200,000	£200,000
Risk	£200,000	£400,000
<b>TOTAL</b>	<b>£1,700,000</b>	<b>£5,600,000</b>

4.3 The high costs quoted above and the potential organisational changes have resulted in a reworking of the scope for phase two. The new scope will ensure that the solution provides:

- A simplified technical solution that can be moved easily from different versions of the CRM system.

- Limited integration whilst ensuring that double entry of information is avoided where possible.
- key business benefits whilst being flexible enough to accommodate the changes highlighted in this report

4.4 During the evaluation of potential suppliers for the original FM2, one company, SmartPoint, demonstrated clear compliance with these constraints and while they initially formed part of the Anite proposal, their solution can be implemented independently.

## 5. **SMARTPOINT SOFTWARE**

5.1 SmartPoint software provides a clear interface for the delivery of information from back office systems to Customer Service Advisors (CSAs) via an online 'dashboard' screen. Example dashboard elements that Bromsgrove District Council might use include:

- Council Tax Benefit Claim Status
- Housing Benefit Claim Status
- History of Benefit Claim Payments
- Planning Application Status
- Non Payment Alerts
- Refuse and Recycling days
- Licensing Application Status

5.2 The software utilises thin integration between front and back office systems to present relevant information on one screen. It automatically provides CSA's with highly relevant information from diverse data sources eg: email, file systems, external web sites etc.

It does not however, provide full integration as information flows from the back office systems into the 'dashboard'. Complex sets of information cannot then be updated and sent back in the other direction. Although, SmartPoint have indicated that some limited two way exchanges of information may be possible.

5.3 SmartPoint has already been installed at Wychavon District Council Customer Service Centre and is being used to enhance the flow of information to CSAs using the Worcestershire Hub's E-Shop CRM application. More details of the benefits of using this software are described in Appendix A.

## 6. **FINANCIAL IMPLICATIONS**

6.1 The original Spatial Project budget was approved by Members in 2006. A sum of £1.2m was allocated from this budget for the implementation of phase two (FM2)

6.2 The redefined scope for phase two has now been costed. Details of this cost are included in the table below:

	<b>SmartPoint</b>	<b>Price</b>
Year 1	SmartPoint software inc 10% discount *	£20,000
	Hardware	£5,000
	Support	£2,500
	SmartPoint Professional Services	£38,000
	Project Management	£31,200
	Integration	£5000
	<b>Total</b>	<b>£101,700</b>
Ongoing	Support	£2,500
	<b>Total</b>	<b>£2,500</b>

\*NB: These prices include a discount as negotiated for members of the Worcestershire Hub Partnership.

6.3 As budgetary provision to cover this aspect of the project has already been approved a release of £101,700 will be required into the Capital project budget.

## **7. LEGAL IMPLICATIONS**

7.1 There are no legal implications.

## **8. COUNCIL OBJECTIVES**

8.1 This proposal supports the Council's objective of Improvement.

## **9. RISK MANAGEMENT**

9.1 The main risks associated with the details included in this report are:

- The original scope would be significantly over budget

Risk Register: ICT Services

Key Objective Ref No: 1

Key Objective: Deliver the Spatial project on time and within budget and to realise the benefits of the project as outlined in the business case

## **10. CUSTOMER IMPLICATIONS**

10.1 It is envisaged that customers would see an improved level of resolution of enquiries at the CSC. It is also anticipated that increased access to whole customer information would present opportunities to be proactive when dealing with enquiries.

## **11. EQUALITIES AND DIVERSITY IMPLICATIONS**

11.1 There are no Equality & Diversity implications.

## **12. VALUE FOR MONEY IMPLICATIONS**

12.1 The original Spatial Project Business Case was agreed by Members in 2006 but this report defines a possible alternative scope for phase two of the project whilst delivering similar outcomes but at a greatly reduced cost.

## **13. OTHER IMPLICATIONS**

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

## **14. OTHERS CONSULTED ON THE REPORT**

Portfolio Holder	Yes
Chief Executive	Yes via CMT
Executive Director - Partnerships and Projects	Yes via CMT
Executive Director – Services	Yes via CMT
Assistant Chief Executive	Yes via CMT
Head of Service	Yes via CMT
Head of Financial Services	Yes via
Head of Legal, Equalities & Democratic Services	Yes via CMT
Head of Organisational Development & HR	Yes via CMT
Corporate Procurement Team	No

## **15. WARDS AFFECTED**

All wards

## **16. APPENDICES**

Appendix A - SmartPoint Benefits

## **17. BACKGROUND PAPERS**

Spatial Project Business Case

## **CONTACT OFFICER**

Name: Deb Poole – Head of E-Government & Customer Services  
E Mail: d.poole@bromsgrove.gov.uk  
Tel: 01527 881256



### **SmartPoint Benefits**

#### **Intuitive to use**

SmartPoint leverages your existing CRM application, processes and content sources, without requiring large scale changes to those systems. SmartPoint enhances and optimises the way a member of your customer service team works, by driving relevant information to them, without having to consciously request it.

#### **Quick and easy to install**

SmartPoint's unique technology means that no reprogramming of Onyx E-Shop is required to monitor user activity and deliver information in context. Dashboards can be added and amended quickly and easily after just a few days of training at the time of implementation. In addition, adjusting the dashboards to work alongside Onyx OneServe is a quick and painless exercise. SmartPoint is already in use alongside Onyx OneServe at **Medway Council**.

#### **Affordable**

Using SmartPoint to make the most of your existing investment in information technology is fast, cost effective and low risk. SmartPoint enables your authority to increase the ROI of the current information infrastructure by enhancing the users working environment and integrating information from many sources quickly and efficiently.

#### **Agile and Open**

SmartPoint is able to adapt as your requirements change. By combining SmartPoint with Microsoft's InfoPath for eForms or SharePoint for document storage, unstructured information may be gathered and retrieved as required.

### **SmartPoint Summary**

SmartPoint delivers information from back office systems to Customer Service Advisors (CSAs), at the moment it is required, in a context sensitive dashboard.

It's innovative ability to connect people with relevant information, simply and easily, puts CSAs firmly in control of their information environment. It automatically provides them with highly relevant information, in real-time, from diverse sources, such as application data stores, email, file systems, and external web sites.

SmartPoint is currently being used to enhance the flow of information to CSAs using the Worcestershire Hub's Onyx E-Shop CRM application. SmartPoint is already performing this role at **Wychavon District Council**.

Example dashboard parts for Bromsgrove District Council might include:

- Council Tax Benefit Claim Status
- Housing Benefit Claim Status
- History of Benefit Claim Payments
- Planning Application Status
- Non Payment Alerts
- Magistrate Summons'
- Skip Permits in Local Area
- Refuse and Recycling days
- Licensing Application Status

This information comes directly from back office application data sources via a Java Data Base (JDBC) or Open Data Base (ODBC) connection. Web Services may be used to retrieve the information where adaptors are available and currently implemented.

## **Professional Services - Highlevel Project Plan**

The following plan represents a phased model for implementation ensuring regular measurement of progress against initial objectives. This high level plan covers work carried out by SmartPoint employees only.

### **Phase 1 – project scoping exercise**

- Analysis of processes within the Customer Service Centre (CSC) to identify where SmartPoint can improve the availability of information
- Analysis of back end data sources, availability of data connections and location of data schemas to ensure accurate estimates for subsequent phases.

### **Phase 2 – installation, training and dashboard requirements**

- Installation of SmartPoint within the Onyx E-Shop environment
- Installation of IBM Websphere Express
- Workshops to determine the dashboard Specification for each of the defined 'View' processes as provided in document 'Bromsgrove District Council NLIS/LAMP Project, Customer Integration System (FM2), Requirements Summary' dated 23 May 2008.
- Training of Bromsgrove DC personnel on set up and use of SmartPoint and to assist in constructing a test dashboard

<b>Ref</b>	<b>Department</b>	<b>Process</b>
01	Revs & Bens	Appeal Enquiry
02	Revs & Bens	Council Tax Benefit Claim Query
03	Revs & Bens	Housing Benefit Claim Query
04	Revs & Bens	Backdating benefit payments
05	Revs & Bens	Outcome/status of Discretionary Housing Payment application
06	Revs & Bens	Status of Financial (payments, Overpayment)
07	Revs & Bens	Outcome/status of Pre-Tenancy Determination
08	DC	Planning Application query
09	DC	Status of Planning Appeal
10	DC	Status of Planning Enforcement
11	Licensing	Licensing application Query
12	BC	BC Application Query
13	EH	Update on EH incident/Service Request

### **Phase 3 – provision of dashboard parts**

- Construct a single SQL query to provide a single dashboard part in support of each of the View processes
- Construct a single dashboard for each of the View processes

### **Phase 4 – introduction of Onyx OneServe**

- Install SmartPoint within Onyx OneServe environment and re-establish dashboard parts and data connections
- Test delivery of information in the new environment

## BROMSGROVE DISTRICT COUNCIL

### CABINET

5<sup>TH</sup> NOVEMBER 2008

#### COMMUNICATIONS STRATEGY REVIEW 2008

Responsible Portfolio Holder	Mike Webb
Responsible Head of Service	Hugh Bennett
Non-Key Decision	

#### 1. SUMMARY

1.1 The Communications Strategy was originally written in 2006 and is updated annually. This 2008 version is the second review.

#### 2. RECOMMENDATION

2.1 That the Communications Strategy attached at Appendix 1 be approved.

#### 3. BACKGROUND

3.1 In March 2006 the Communication Strategy for Bromsgrove District Council was implemented and subsequently reviewed in 2007. Originally the Strategy was designed to demonstrate where the Council was and where it wanted to get to. The initial review showed that the Council had made significant progress with the strategic action plan which is part of the strategy. Now the basics are in place and running smoothly this second review will recognise the further progress which has happened over the last year and set out how we can move communications to an even higher level.

#### 4. FINANCIAL IMPLICATIONS

None

#### 5. LEGAL IMPLICATIONS

5.1 None

#### 6. COUNCIL OBJECTIVES

6.1 Improvement

#### 7. RISK MANAGEMENT

7.1 The main risks associated with the details included in this report are:

- Loss of income for Together Bromsgrove

Currently the risk identified in bullet point in 7.1 is not addressed by any risk register and will be added to the CCPP risk register as follows:

Ensure there is enough finding in the communications budget to cut the costs

In event that advertising revenue can no longer be secured, the magazine's pagination will be reduced.

## 8. CUSTOMER IMPLICATIONS

8.1 Customers will be more informed the Council and this should have an impact on the results of subsequent consultations

## 9. EQUALITIES AND DIVERSITY IMPLICATIONS

9.1 All communications must be compliant with Equality standards

## 10. VALUE FOR MONEY IMPLICATIONS

10.1 The strategy look to self fund communications where possible and Together Bromsgrove generates a £4,000 per issue income

## 11. OTHER IMPLICATIONS

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

## 12. OTHERS CONSULTED ON THE REPORT

Portfolio Holder	<b>Yes</b>
Chief Executive	<b>Yes</b>
Executive Director - Partnerships and Projects	<b>Yes</b>
Executive Director - Services	<b>Yes</b>
Assistant Chief Executive	<b>Yes</b>
Head of Service	<b>Yes</b>
Head of Financial Services	<b>Yes</b>
Head of Legal, Equalities & Democratic Services	<b>Yes</b>
Head of Organisational Development & HR	<b>Yes</b>
Corporate Procurement Team	<b>No</b>

## 13. WARDS AFFECTED

**All Wards**

## 14. APPENDICES

Appendix 1 Communications Strategy Review 2008

## 15. BACKGROUND PAPERS

Bromsgrove District Council Residents' Survey July 2008

DCLG Communities in Control White Paper: real people, real power

Audit Commission's In the Know Report

Bromsgrove District Council's Communications Strategy review 2007. A Stronger Voice for Bromsgrove

Customer Panel Quality of Life 2008

Customer Satisfaction Survey 2008

DCLG's Reporting Performance Information to Citizens

<http://www.communities.gov.uk/documents/communities/pdf/35.pdf>

**CONTACT OFFICER**

Name: Anne-Marie Darroch  
E Mail: a.darroch@bromsgrove.gov.uk  
Tel: (01527) 881651

# A Stronger Voice for Bromsgrove District

## Communications Strategy Review 2008



**Bromsgrove**  
District Council

[www.bromsgrove.gov.uk](http://www.bromsgrove.gov.uk)



# Contents

1. Introduction
2. Developments
3. Feedback
4. Reviewed Action Plan
5. Priorities for the Year Ahead
6. Action Plan September 08 – 09
7. Conclusions
8. Contacts
9. Appendices



# 1. Introduction

In March 2006 the Communication Strategy for Bromsgrove District Council was implemented and subsequently reviewed in 2007.

Originally the Strategy was designed to demonstrate where the Council was and where it wanted to get to. The initial review showed that the Council had made significant progress with the strategic action plan which is part of the strategy. Now the basics are in place and running smoothly this second review will recognise the further progress which has happened over the last year and set out how we can move communications to an even higher level.

Seven priorities and actions were identified as part of the strategy in a bid to drive the actions and its review still highlights these although consultation mechanisms has now been replaced by “Community Engagement” following the launch of the DCLG’s White Paper Communities In Control in July. This paper also forms the basis of this review and our actions for the future.

- ‘One Council’ Corporate Message and Style
- Visible Leadership
- Strategic Planned Communication (Communications of Strategic Agenda)
- Community Engagement
- Member Communication (and Reputation)
- Corporate Brand
- Staff Consultation

In 2006 when the first strategy was written, the Council had made Reputation one of its priorities. This was removed in 2007 because the action plan in this strategy had proved to be so effective that, although still important, communications wasn’t seen as critical. The original strategy and subsequent review was based on research carried out by Mori and the IDE&A as part of the Connecting with Communities project. This is still relevant to the Strategy’s aim to develop a closer relationship with the customer through communications.

Since the Strategy was written we have had our first CPA inspection which saw us ranked as Poor and are facing a re-inspection in November. Communications was one area highlighted by the inspection and recommendations raised in the feedback were incorporated in the action plan update and our plans for the future. This 2008 review will consider how we have progressed with these.

## 2. Developments

In 2007 a Communications and Customer First Manager was appointed and at the same time the Council signed up to the LGA's Reputation Campaign which identifies some core communication actions which have a particularly significant impact on a council's reputation; these are:-

- Effective media management.
- Provide an A to Z guide to council services.
- Publish a regular council magazine/newspaper.
- Branding – effective and consistent linkage of council brand to services.
- Good internal communications.

Implementing the strategy and taking on board the Reputation Project have seen a number of successful communication projects being launched which are still running. These include:-

### Core Brief

Written by ACE after every strategic CMT the Core Brief highlights top table decisions and is delivered at team meetings by Heads of Service / managers.

### Staff Recognition Schemes

- **Team of the Month**

The Team of the month award is a process to encourage and reward excellence in the performance of employees. Teams can nominate themselves. Managers are also encouraged to nominate teams they feel should be recognised and a judging panel made up of the Leader and Chief Executive make the final decision. Winning teams are displayed around the building in posters and each team member gets a £20 voucher.

- **Bright Ideas**

Staff are encouraged to submit their bright ideas on how improvements can be made to the everyday workings of the Council. Again winning ideas scoop a £20 voucher and the progress of all the ideas submitted can be tracked on the Intranet.

- **Back to the Floor**

Getting Senior Managers Back to the Floor helps them understand the issues surrounding the day to day business of the Council. Staff even invited Directors and Heads of Service to their departments.

- **Staff Forums**

Twice a year a series of forums, lead by the Chief Executive, are held to deliver information about the direction of the Council and how staff can play their part. Until the end of 2007 these were led the Chief Executive and demonstrated top down communications. We changed the format of the forums to include speakers from across

all departments and all levels of officers who joined the Chief Executive to lead the forums.

*All of the above actions were key to us scooping bronze in the LGcommunications/LGA Reputation Awards 2007.*

- **Members' Bulletin**

Each fortnight Members receive a one-sided bulletin with key information about Council policy and events. It is brief and signposts them if they need any more information. This is to cut across the pile of paperwork they receive to highlight vital information they need to know.

- **Connect E-Mail Bulletins**

To keep staff informed about timely decisions or corporate information the e-mail bulletins are sent to all staff in between the monthly staff newsletter.

- **Communications Planner**

This plan goes to CMT every fortnight to make sure that up communications is and remains a top table issue. With this plan we can see potential banana skins on the horizon and where needed draw up a major events communications plan to deal with that issue. The Communications and Customer First Manager also meets regularly with Heads of Service, ACE and the Chief Executive to update the plan.

- **Leader's Column**

A space has been secured in the Bromsgrove Standard each month to feature a column written by the Leader. A non-political column it focuses on sharing information about how the Council works, its services and latest news so customers can have a better understanding of how local government works.

- **Chat With Kevin**

Local groups and organisations were encouraged to invite the Chief Executive along to their meetings to find out more about the Council and its services.

- **Together Bromsgrove**

Together Bromsgrove was launched in Spring 2007 and replaced the residents' magazine Council Chat. It generates £4,000 of income per edition.

- **Council Tax Leaflet**

This is a joint publication between the County Council, six Districts and the Fire Authority which has been running for five years with increasing buy-in from partners.

- **Communications Plan**

### **Business case for Joint Communications**

In August the Council embarked on a pilot joint chief executive project which saw Bromsgrove's Chief Executive also take on the role at Redditch Borough Council. At the first meeting of the Shared Services Board in September 2008, quick wins already realised since the start of the project focussed on communications:-

- Communications planner – to identify key communication issues over the next 6 – 12 months

- Launch of a Members' bulletin
- Launch of fortnightly Core Brief for staff (following each Corporate Management Team meeting)
- Launch of Core Brief Extra for staff (emailing of urgent communication issues)
- Launch of "Ask the Chief Executive" question and answer session on the staff intranet

### **Joint Chief Executive**

For around 18 months we have been exploring joint working and shared services opportunities with Redditch Borough Council. In August 2008 Kevin Dicks took on the role of Acting Joint Chief Executive of Bromsgrove District and Redditch Borough Councils as part of a year-long project. This decision was made after an external feasibility study had been completed. At the same time as agreeing the proposal Members at both Councils agreed to form a Shared Services Board. Two months later, at its first meeting the Board was asked to approve some 'quick wins' for shared services and joint working opportunities which had already been put in place. From a communications angle a number of quick wins had been put in place at Redditch, based on successful initiatives at Bromsgrove. These were:-

- Communications – improvements to communications to RBC based upon the approach adopted at BDC including:
  - Communications planner – to identify key communication issues over the next 6 – 12 months
  - Launch of a members bulletin
  - Launch of fortnightly Core Brief for staff (following each Corporate Management Team meeting)
  - Launch of Core Brief Extra for staff (emailing of urgent communication issues)
  - Launch of "Ask the Chief Executive" question and answer session on the staff intranet

With the appointment of a Marketing and Communications Manager at Redditch, a joint communications plan will ensure messages at each authority regarding the pilot are consistent. The Communications Managers at both authorities will be working closely together to share such messages and other quick wins.

## **3. Feedback**

By looking at and responding to feedback from all our customers internally and externally we can see how far we have come and where improvements need to be made. Whereas last year, we focussed on feedback from the

- **The Audit Commission**
- **Staff survey 07**
- **Customer Panel**
- **BVPI Satisfaction Survey**

to take strategy forward. This year we will refer to the **Residents' survey July 2008** to mark our progress and set future direction. Although the staff survey 2008 has not been completed yet, we have made sure that we ask relevant questions to find out how well informed staff feel they are and the results will be used as we continually update our communications plans. We will also look at the messages that are coming from Government which put communications and community engagement high on the agenda. See **Priorities for the Year Ahead**.

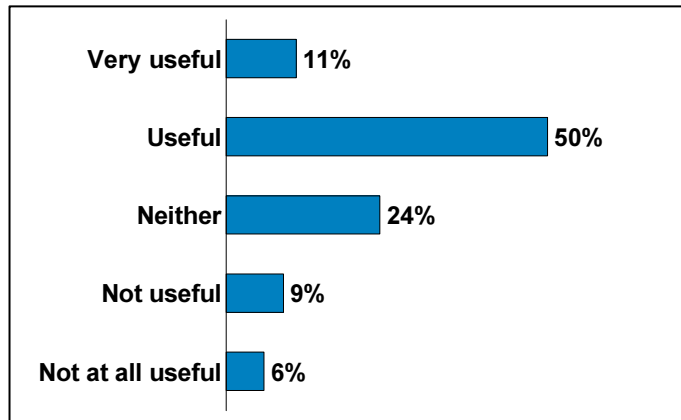
### Residents' Survey July 2008

#### Together Bromsgrove

Around 6 in 10 (62%) respondents said that they remember receiving Together Bromsgrove (TB) in the last four months.

Those who remembered receiving TB in the last 4 months were asked how useful they found the publication. 62% said it was useful, while 14% said it was not useful.

How useful did you find the magazine?



Base: All respondents who received the magazine (361)

Those who said that they had no understanding of the choices that the Council has to make (37%) were less likely than those who had some understanding (65%) or a full understanding (also 65%) to say that TB was useful. Usefulness of Together Bromsgrove

In 2007 half of respondents (49%) remembered receiving Together Bromsgrove and half (51%) did not.

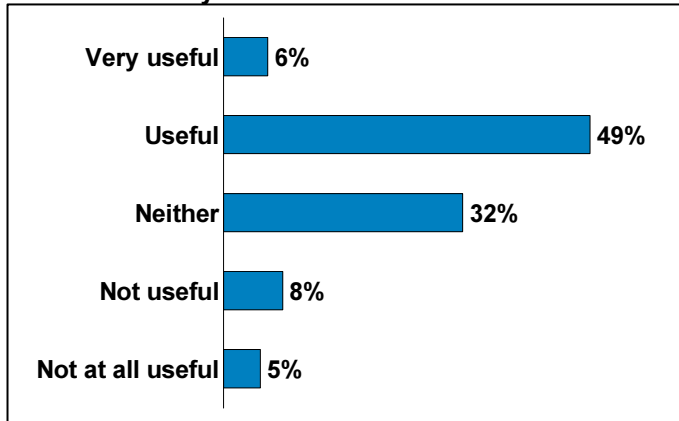
Of those who read or received Together Bromsgrove, 6 out of 10 (59%) found the information to be useful.

*As value for money is a concern for our customers, Together Bromsgrove now generates £4,000 per copy to go towards costs through independent advertising.*

The Council Tax leaflet

4 in 5 respondents (80%) said that they remembered receiving the most recent Council tax leaflet. Those that did remember receiving it were asked how useful it was; 55% described it as useful while 13% described it as not useful.

**How useful did you find the Council Tax leaflet**



Base: All respondents who received the leaflet (472)

In 2007 (70%) remembered receiving the council tax leaflet and 63% of those who read of receive the council tax leaflet found the information to be useful,

These figures are indicative that our two main methods of communicating with our residents are getting better. More people are reading them and of those who are, an increasing number find it useful.

Feedback like this has been useful in determining the action plan for 2008/09 as it suggests we can build on communications that we have already got in place. But, as we also recognise the need to improve, the DCLG's White Paper Communities in Control signposts the direction we need to take to tailor our already successful communications to step up our duty to engage wit communities. This is explored in more detail in Section 5.



## 4. Reviewed Action Plan

Ref	Action	Measures of Success (SMART)	Start Date	Finish Date	Review of Action September 2007
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## 6. Sept 07 – Aug 08 Action Plan

Action	How	Measure (SMART)	When/who	Update
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### 1. "One Council" Message and Style

Promote a corporate approach to the design and look of leaflets and publications across the Council	Produce a business case to source three design companies who will provide a service to Council. Communications and Customer First Manager to co-ordinate the out-sourcing in the first instance for all departments so can ensure a corporate approach to the look of future communications.	Audit of the publications as they come through the Communications and Customer First Manager.  List of preferred designers compiled.	Dec 07 A-MD / HB	Brand and style guidelines posted on intranet after consultation with the communications working group  Preferred Graphics company, Liaison, contracted
Ensure a presence at community events	Bromsgrove bonfire, carnival, street theatre, Rubery carnival, fetes etc provide a large audience to promote the work of the Council and its services.	Customer satisfaction score increased from 34% to 36%	Nov 07 bonfire night onwards	We now have a corporate gazebo which we take out to corporate



		Feedback forms at events	A-MD HB	events such as Hi5 and street theatre
Increase accessibility of Council services.	Continue to work with E-Government and Customer Services and support the launch of new services. Re-launch the Text Messaging Service.	% of residents aware of particular services – see Customer First Strategy  3% increase in BVPI score of awareness of text messaging service	On-going. A-MD HB DP	Customer Access Strategy through CMT Oct 08. Together Bromsgrove is put on CD and as an MP3 link on the website

**2. Visible Leadership**

Streamline and promote staff forums to cover top table issues but also to inform staff about our services too. Link to business plan.	Remove the 'top-down' feel and invite officers/ manager to speak with Kevin / CMT at each round of forums – four sessions three times a year – including out of hours for CSC	Increase in number of people at forums.  Feedback Forms at Forums  Through the staff survey demonstrate an increase of 1% of staff who are confident that senior managers are as	December 07 Launch KD HB A-MD	At the last two forums officers have also presented at the forums including customer first, neighbourhood wardens and town centre manager. Feedback has been very positive and at the last
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		frank as they could be about what they plan to do.		ones staff took an active role in feeding into the budget consultation process
Manager's meetings made less frequent but longer	To intersperse with Staff Forums and link to business cycle	Feedback Forms at each session  Staff survey – demonstrate a 4% target increase in staff who feel they have enough information to do their job with	From September KD / AD	At the last one Managers fed into the budget consultation process with three representatives attending the CMT /Executive Away Day to present feedback from those and the staff forums
Put on two staff events a year –Staff awards / Christmas party and Summer BBQ	The team of the month of the year awards / Christmas Party have yet to be held but we aim to build on the success of these to make them regular features. The Summer BBQ was a success.	Staff survey – to demonstrate a 4% increase in the people who felt Bromsgrove was a good place to work  Feedback forms at events	Dec 07  Aug 08 A-MD SS	In December the Team of the Year awards were launched and a BBQ was held in August this year. A second BBQ was rained off!

Raise the profile of senior officer and member teams	Continue with media and Connect coverage of Back to the Floor, Walking the Wards etc. Promote Chat with Kev and encourage involvement in community events. Continued attendance of senior officers at PACT meetings.	Target – senior managers attend 90 % of PACT meetings	Ongoing	Ongoing
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**3. Strategic Planned Communication (communication of strategic agenda)**

Develop Internal Communications Planner to sit alongside Communications Planner	The internal communications Planner will reflect issues in the external one but will consider how the issues will affect staff.	Coverage in Media and Connect  Staff survey to reflect how increase of 1% of useful the internal communications are	Sept 07  A-MD, MP	Internal communications is integrated into the main communications planner. Issues which affect staff primarily, e.g JE are given a special communications Plan
Continue to ensure communications planners are at the top table	More regular meetings with Heads of Service and Managers to encourage them to feed in.	Media coverage – 1% increase of positive coverage in	A-MD MP	From April to July inclusive 71% of media coverage

	Visit team meetings to show the planners off	newspapers		was positive
Corporate Induction	Presentation slides developed and delivered by Corporate Communications, Policy and Performance Team.	Feedback forms on corporate induction.	Oct-07 JO and Team.	Slides completed and presentations so far have been carried out.

**4. Consultation Mechanisms (feedback) and Policy**

Customer Panel	Review and re-let content. Communicate results. Undertake two surveys per year.	Two reports to Cabinet per annum.	Feb.08 Aug.08 JM	Completed and results fed into changes to service delivery
Consultation Policy	Update and agree with Cabinet	Customer Panel CPA feedback	Nov 07 JM	Replaced by community Engagement Strategy
Budget 08/09 consultation	Train team on focus groups and undertake them	Results feed into budget decision-making process.	Jan.08 JM / LB	Training Received
Co-ordinated departmental community engagement plans.	Plans completed as part of business plans and reviewed by Senior Corporate Policy and Performance Officer.	Co-ordinated programme.	Nov.07 JM	This is an area we need to improve in

**5. Member Communication (and Reputation)**

Members' bulletin to continue fortnightly	Fortnightly bulletin from CMT co-ordinated by Communications Team.	Six monthly feedback form in the bulletin	Ongoing MP	Ongoing – feedback generally positive.
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		Members survey to reflect usefulness of bulletin		
Build Member and Staff relations	Invite Members to staff events, team meetings, and portfolio holders to speak at Staff Forums	Feedback Forms at Staff Forums  Staff survey to reflect member / officer relationship – increase of 5%		Staff / Member speed dating set to take place as part of local democracy week
Member training	LGA to lead a session	Feedback Form  Future headlines  Question in member survey to ascertain how important Council reputation is	Oct 07 A-MD	Held – although feedback on usefulness was, at best, fair
Editorial Panel	Held before each Together Bromsgrove is sent out for views on political neutrality	From Members following each edition  Question in member survey to reflect how useful Together Bromsgrove is	Ongoing HB A-MD	Ongoing

**6. Corporate Brand**

Brand and Style Guidelines to be completed and issued to staff	Put on intranet with a summary version available too	Communications Audit	Sept 07 A-MD	On the intranet
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Ensure that the same brand is being adopted across the Council	Visit to teams / staff forum to explain why brand is important	Communications Audit	Dec - Jan 07	Procurement of print and graphics has secured this
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**7. Staff Consultation**

Employee Survey twice a year	Electronic survey sent to staff	Feedback results to staff and show progress from previous survey	Ongoing HP	Survey sent out in Oct 08
Produce an electronic Connect newsletter	Each month the newsletter will be e-mailed to all staff – Copies – or a streamlined version - will be printed and sent to staff at the depot and CSC, or to any other employee with no access to computers, with pay slips.	Staff survey to reflect increase of 3% of how many people think communications has increased overall	From Jan 08 A-MD	E-Bulletins introduced but paper versions of newsletter still needed to reach staff who can't access PCs.
Revamp of staff recognition schemes	Change team of the month to four times a year – but with a runner up too.	Staff Survey to reflect motivation increase of staff of 4%	Jan 08 A-MD SS	Team of the Year awards introduced

## 5. Priorities for the Ahead

From this feedback and review of the first year, the same seven priorities are still valid; however, the focus within them has changed in some cases particularly to take into account the increased emphasis on community engagement as set out in the DCLG's White paper. Priority four, Consultation Mechanisms, is now called "Engaging with Communities". We have also taken into account the feedback from a Managers' conference.

The priorities and the areas of focus for 2008/2009 are set out below. A revised action plan is included overleaf.

1. "One Council" Corporate Message and Style.
  - Increase awareness of text messaging service.
  - Improve customer accessibility to the Council.
2. Visible Leadership.
  - Continued attendance of senior managers at PACT meetings, but widen this to Corporate Management Team.
  - Raise profile of Council, officers and Members at events.
  - Maintain strong relations with Chief Executive and staff and a presence of CMT at staff events
3. Strategic Planned Communication (communication of strategic agenda).
  - Develop Corporate Induction presentation on Council's Vision, Values, Objectives and Priorities.
  - Maintain the corporate communications planner.
4. Engaging with Communities
  - Ensure a targeted and co-ordinated approach to community engagement through the Corporate Communications, Policy and Performance Team.
  - Through this co-ordinated approach ensure feedback of consultation results to customers to make them realise their views do count. We will develop a "you Decide" campaign to support and implement this.
  - Targeted communications to the community e.g Third Sector, young people through means such as Facebook
5. Member Communication (and Reputation)
  - Continue with and consult on Members' bulletin
  - Engage with Members to get involvement in community events and projects to raise their profile.

- Medias Training – how to positively represent the Council via the media.

## 6. Corporate Brand

- Increase Awareness of Corporate Branding.
- Increase awareness of Graphics and Print Procurement policies
- Identify communication projects in departments and ensure compliance with style guide.

## 7. Staff Consultation

- Consult staff on events and a Corporate Xmas / Celebratory Party and implement

Last year we based our priorities and action plan with the Reputatiobn Project in mind. This year we have focussed on Communications with our communities based on key documents which have come down from Government. In this part of the review we set out the key messages we have considered and the impact on our communications plan.

### 5.1 Engaging with Our Communities

The Government is outlining its plans to pass more power to communities and give real control and influence to more people. The key theme of the DCLG Communities in Control White Paper: Real People, Real Power is the development of a participatory democracy and with more empowered citizens. A number of new duties and opportunities are outlined in the white paper with the primary aim of restoring people's faith in politics, local democracy and local Government..

**Below are the key specifics of the White paper and their effect on stakeholders.**

#### Councils

- New duty to promote democracy – councils to use new, innovative methods (best practice from excellent authorities) to engage citizens and get them voting
- New duty to respond to petitions, to ensure that issues affecting communities are properly debated (including those affecting the NHS). If more than 5% of the population sign a petition then the issue has to be debated in Full Council. Petitions will also be used as evidence to trigger inspections
- Councils to make it easier for citizens to complain, and standards for Councils to respond to such complaints.
- Overview and Scrutiny to be made more visible to the public, and senior public sector officials to be subject to scrutiny as well as Council officers.



- Consultation activities to be more streamlined (i.e. joining up consultations within the Council and with LSP partners).
- Greater community engagement in the planning process.
- New Comprehensive Area Assessment will include an evaluation of the 'quality of public engagement'
- A new 'Places' database to support to Place survey, CAA and NIs.
- Social enterprises to be allowed to compete for Council contracts.
- Improved information provision, particularly via the internet (i.e. more up to date, more detailed); exploration of new ways of getting information across to citizens.
- Support for independent media.
- Public officials to be more visible.

#### **Councillors:**

- More directly-elected mayors
- Discretionary budgets for backbenchers to use in their local areas
- Ability to use council buildings for political meetings
- Formal qualifications that recognise the commitment of councillors
- More neighbourhood councils

#### **Citizens**

- Encouragement of more people to stand for election through the use of formal qualifications that recognise the commitment of councillors and greater liaison with employers to allow employees to stand for election without affecting their ability to work.
- Opportunities for participatory budgeting (every council must do some sort of participatory budgeting 2012).
- Voting campaigns and incentives for voting to encourage participation and boost turnout, particularly targeting the less well off and the young
- Adult 'Take Part' Pathfinder programme to help residents become more active citizens and get more involved in local democracy.
- Greater involvement of the public in making decisions on commissioning goods and services and determining value for money
- The establishment of a tenant services authority to give tenants more say.
- Consultation on making it easier for the public to demand referendums
- More information available on how to get more involved in their local community.
- Heightened role of 'the citizen'.
- Trust in citizens' own capabilities to do what's right for their communities.
- Support for communities to tackle climate change on a local level.

#### **Children and Young People**

- Extension of schools' Citizenship curriculum.
- Support for CYP to become more engaged through school councils, youth parliaments etc.

- Establishment of £6m National Institute for youth leadership (offering internships etc).

### Partners

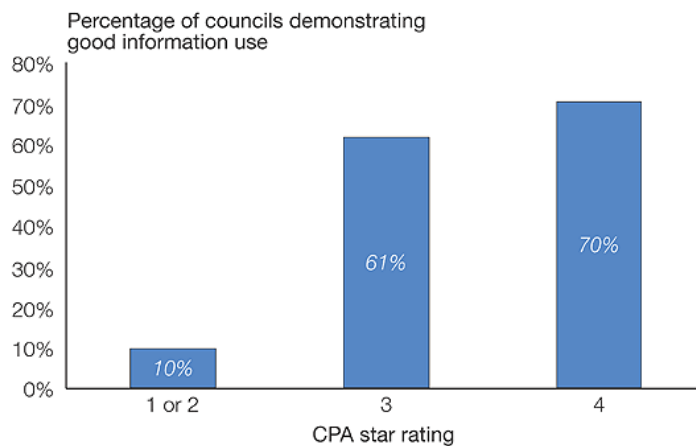
- Extension of existing 'duty to involve' from April 09 (additional public sector partners have been added to the list).
- £70m Communitybuilders scheme for community organisations help citizens to shape their areas.
- New £50m Community Endowment Fund.
- £7.5m Empowerment Fund for third sector organisations to turn empowerment proposals into action.
- £2m to encourage more disabled people to get involved in volunteering
- Continuation of Grassroots Grants (£80m)
- Establishment of a new asset transfer unit to advise on transferring assets to communities.
- Neighbourhood policing to become a part of neighbourhood management in areas where this already exists.
- Police and health services to be more accountable to the public
- Community Justice schemes
- Discussions on pilot 'Community Payback' schemes
- Local Community Contracts extended
- Investigation into the potential of Community Pledgebanks
- Removal of barriers to commissioning services for faith-based groups.

These key specifics have implications on communications which are key to making most of these successful. How do we communicate these messages to communities, make them feel engaged and become interested in local, public sector decisions is a big issue for this strategy.

### 5.2 How information is presented

The second paper we have referred to is the **Audit Commissions In the Know** report which sets out key specifications for how information is used and presented which could be crucial if we are to engage with our communities – and them with us. This paper aims to encourage people to think about the information they use whenever they make decisions. It has examples, drawn from many different sources, of how information has been used in improving public services. It also describes how the Commission is reviewing the way that information is generated, presented and used in making decisions. Good information can help decision makers improve decisions, and therefore lead to improvements in public services. Because good information reduces uncertainty, it reduces some of the risk associated with decision making. In 2006 CPA it was revealed that strongly performing Councils typically make the best use of information than those with a lower star rating.

Figure 1 Strongly performing single tier and county councils demonstrate good information use



A literature review commissioned from Cranfield University describes innovative good practice in the private sector. In the Know draws on examples in management literature of companies improving performance principally by using information better. Among those cited in the report are:

- a) Tesco’s Clubcard has tracked the shopping habits of up to 13 million British families for more than a decade. Clubcard data on Tesco’s customers and their behaviour has informed a series of strategic decisions, such as the move into smaller-store formats and the launch of the internet shopping site;
- b) Experian collects and maintains credit history information on consumers and businesses, and uses analytical tools to help business clients make decisions on potential customers’ creditworthiness.

By targeting audiences which, for example use our leisure centres, we can ask their views on leisure facility development. Once the information is captured, it can be used again and again.

To back this up the DCLG’s **Reporting Performance Information to Citizens** report demonstrates that presentation of information for meaning is key. The report reveals that:-

*“In line with other research findings on satisfaction with council services, **overwhelmingly respondents in all focus groups judged their councils performance based on their personal experiences** with a number of specific services and general perceptions based on word of mouth as opposed to making use of any performance data.*

*The majority of respondents were unaware that central government sets targets for local authority performance or that there was independent reviews and audits of local government.”*

However this report sets out a wide range of ‘communication’ barriers which were identified by local authorities in relation to performance reporting. These were:-

*....communicating perhaps quite 'dry' information to citizens in a meaningful way, process issues around time delays in reporting performance information, technological barriers and political pressures to only communicate 'good news stories'.*

This suggest performance information presented in a more honest, meaningful and interesting way could encourage communities to find out more about how their Council is working for them.

**What does this mean for Bromsgrove District Council Communications?**

Both papers indicate exciting times for local Government and a new and innovative way of doing things. We have picked up, as far as we can, in the 08/09 action plan, our first thoughts on improved communications with these two papers in mind. However, we are aware that extra resources, not least time and money, are needed if we are to meet these demands.

The following action plan is a realistic approach to how we can build on our improved and successful communications which are already in place to better engage in our communities. From changing the way we present the information in our magazine and press releases to promoting consultation initiatives in a targeted and encouraging way are just some ways we meet this Community agenda.

## 6. Sept 08 – Aug 09 Action Plan

Action	How	Measure (SMART)	When	Who
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### 1. "One Council" Message and Style

Increase accessibility of Council services.	Continue to work with E-Government and Customer Services and support the launch of new services and following the launch of the Customer Access Strategy. Re-launch the Text Messaging Service following new contract.	% of residents aware of particular services  3% increase in BVPI score of awareness of text messaging service	On-going.  From Oct 08	A-MD HB DP
Ensure a presence at community events	Bonfire, carnival, street theatre, Rubery carnival, fetes etc provide a large audience to promote the work of the Council and its services. A budget bid for a community engagement officer, who can take up some of this work, is soon to be made	Customer satisfaction score increased from xx% to xx%  Feedback forms at events	Dec 08 Ongoing	A-MD HB CF
Promotion of Staff Intranet as means of two-way communication	Once the intranet has been made more user-friendly we will be able to promote the site as a means of two way communication to replace all staff e-mails	% of staff who feel informed  Special intranet question in 2009 staffsurvey	Ongoing	A-MD SS

No e-mail Day	Encourage staff to consider the style and content of e-mails they send out and encourage more phone calls, visiting offices to reduce e-traffic	Telephone / E-mail stats Staff survey	Jan 09	A-MD
Sharing our Successes	In the build up to CPA Nov 2008, teams were encouraged to share their successes at events. This needs to be encouraged and stories publicised internally and externally	Staff Survey Satisfaction Survey % increase in positive media stories	Ongoing	A-MD MP
Customer-focussed communications	Building on our effective Together Bromsgrove publication and Connect, we need to ensure our stories are customer focussed and have a human interest angle	% increase in positive media stories QoLife survey	Ongoing	A-MD MP

**3. Visible Leadership**

Continue to get staff involved in presenting at staff forums and ensure Kevin and CMT are present	In preparation for our second CPA inspection, each department has been sharing their successes at forums and meetings. By building on this we can encourage more officers to coem and share their successes with colleagues at forums – which has already proved popular.	Increase in number of people at forums. Feedback Forms at Forums Through the staff survey demonstrate an increase of 1% of staff who are	Oct 08 ongoing	KD HB A-MD
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		confident that senior managers are as frank as they could be about what they plan to do.		
Organise staff / member team building exercises	A speed dating event to be held around Local Democracy Week	Feedback Forms at session	From October 08	SM / AD
Put on two regular staff events a year –Staff awards / Christmas party and Summer BBQ with social events in between	Summer BBQs have already been successful. Need to relaunch and work with Sports and Social Club to implement a successful programme of events. After consultation the Council is set to hold its first corporate Xmas party on December 12.	Staff survey – to demonstrate a 4% increase in the people who felt Bromsgrove was a good place to work  Feedback forms at events	Dec 08	A-MD SS AG
Raise the profile of senior officer and member teams	Continue with media and Connect coverage of Back to the Floor, to be extended to Members, Walking the Wards etc. Continued attendance of senior officers at PACT meetings. Continue with Roger's Column Council Open Days.	Target – senior managers attend 90 % of PACT meetings  Customer satisfaction score increased from xx% to xx%	Ongoing	A-MD

		Customer well-informed about the Council increased from xx% to xx%		
Staff Room / Official Tea Break	A former staff room was identified at the Manager's Conference to be a revamped Staff relaxation area to support the idea of official tea breaks to encourage more staff interaction	Staff Survey	Jan 09	HB A-MD SS

**3. Strategic Planned Communication (communication of strategic agenda)**

Continue to develop the internal and external Communications Planner with special "mini-plans" to cover incidents	The communications planner covers internal and external messages.	Coverage in Media and Connect.  Staff survey to reflect how increase of 1% of useful the internal communications are	Sept 07	A-MD, MP
Continue to ensure communications planners are at the top table	Continued meetings with Heads of Service and Chief Executive and CMT feedback of "lessons Learnt", "things we didn't see coming" and % of proactive and reactive stories	Media coverage – 1% increase of positive coverage in newspapers and 1% increase in number of proactive stories.	Ongoing	A-MD MP



Corporate Induction	To continually update slides delivered by Corporate Communications, Policy and Performance Team to reflect changes of Council.	Feedback forms on corporate induction.	Ongoing	CCCP
Emergency Communications Plan	Test out the plan as part of a simulated emergency	Feedback session at the end of exercise	April 09	PS A-MD MP

**4. Engaging with Communities**

Customer Panel	Review and re-let content. Communicate results. Undertake two surveys per year.	One report to Cabinet per annum.	Feb.08 Aug.08	JM
Community Engagement Strategy	Update and agree with Cabinet	Customer Panel CPA feedback	Nov 08	JM
Budget 08/09 consultation	Train team on focus groups and undertake them	Results feed into budget decision-making process.	Jan.08	JM / LB
Co-ordinated departmental community engagement plans.	Plans completed as part of business plans and reviewed by Senior Corporate Policy and Performance Officer.	Co-ordinated programme.	Nov.08	JM
Visits to schools to raise profile of the Council and role of Member	As part of the Democracy Teams plans to raise awareness, we need to develop communications around this to publicise the initiative		Jan 09	
Targeted Communications	By highlighting community groups e.g Third Sector, parish Councils sports clubs, we can send them information they need and ask for their views on relevant issues	Customer well-informed about the Council increased from xx% to xx%	Nov 08	A-MD MP

	Reachign out to Young people and asking for views via Facebook		Jan 09	A-MD
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**5. Member Communication (and Reputation)**

Members' bulletin to continue fortnightly	Fortnightly bulletin from CMT co-ordinated by Communications Team.	Six monthly feedback form in the bulletin Members survey to reflect usefulness of bulletin	ongoing	MP
Replace Roger's Column	Currently the Leader has a monthly coloumn in the local newspaper. This could be expanded to include Cabinet Members and the readers are invited to send in questions a month in advance	Monitor positive / negative press cuttings	Jan 09	MP
Build Member and Staff relations	Invite Members to staff events, team meetings, and portfolio holders to speak at Staff Forums	Feedback Forms at Staff Forums  Staff survey to reflect member / officer relationship – increase of 5%	December 08	A-MD
Members' media and reputation training	Most of our members are media savvy but there is a need for training on how to represent the Council in a positive light when dealing with the media	Decrease in number of reactive articles in the mdia	Jan 09	A-MD HP
Member Back to the Floor	Invite Members to spend time in departments	Staff survey to reflect member /	Oct 08	SS

		officer relationship – increase of 5%		
Editorial Panel	Held before each Together Bromsgrove is sent out for views on political neutrality	From Members following each edition	ongoing	HB A-MD

### 6. Corporate Brand

Brand and Style Guidelines to be reviewed	Staff consultation on them and amendments made prior to relaunch and with graphics and print procurement in mind	Communications Audit	Feb 09	A-MD
Ensure that the same brand is being adopted across the Council	Visit to teams / staff forum to explain why brand is important	Communications Audit	Feb 09	A-MD

### 7. Staff Consultation

Employee Survey twice a year	Electronic survey sent to staff	Feedback results to staff and show progress from previous survey	ongoing	HP
Co-ordinate and streamline staff communications	On top of the Connect newsletter, e-connects are sent. Need to be streamlined and the intranet, once revamped utilised more	Staff survey to reflect increase of 3% of how many people think communications has increased overall  Intranet survey	From Jan 09	SS MP

Revamp of staff recognition schemes	Continue with annual awards on top of monthly	Staff Survey to reflect motivation increase of staff of 4%	Dec 08 - ongoing	A-MD SS
Back to the Floor	Continue with tracker on the intranet and more success stories to show outcomes via Connect or the intranet	Staff Survey to reflect motivation increase of staff of 4%	ongoing	SS
Staff job swap	Opportunity to be built into and encouraged through the PDR system	Staff Survey to reflect motivation increase of staff of 4%	Oct 09	HP

## 7. Conclusions

This review shows how far we have come in the last two years and the success is validated by the results from surveys and consultations. However, as the action plan for 08/09 shows, a lot of the projects are either ongoing or have been slightly revamped which indicates without extra resource we can't move communications much further on.

The papers from Government set out key specifics which do call on better presented, proactive and two way communications to raise the profile of the Council, its role and members and encourage participation from residents.

For us that means mainly focussing on the communication channels we have in place but presenting and targeting the information differently to better inform and engage with our communities.

This review has revealed how far we have come and sets out how we can take this even further by implementing the updated action plan and making sure the communications planner is kept up to date and accurate. We will continue to ask all our customers how well they feel they are being communicated to so we can identify areas where further and future improvements can be made.

At the time of this review the 2008 staff survey had not been completed but, as ever, feedback from staff, members, our customers and indeed Inspectors will be taken on board as we roll out the action plan.

## 8. Contact

Hugh Bennett, Assistant Chief Executive [h.bennett@bromsgrove.gov.uk](mailto:h.bennett@bromsgrove.gov.uk)  
01527 881430

Anne-Marie Darroch, Communications and Customer First Manager  
[a.darroch@bromsgrove.gov.uk](mailto:a.darroch@bromsgrove.gov.uk)  
01527881651

## 8. References

9.

Bromsgrove District Council Residents' Survey July 2008

DCLG Communities in Control White Paper: real people, real power

Audit Commission's In the Know Report

Bromsgrove District Council's Communications Strategy review 2007. A Stronger Voice for Bromsgrove

Customer Panel Quality of Life 2008

Customer Satisfaction Survey 2008

DCLG's **Reporting Performance Information to Citizens**

<http://www.communities.gov.uk/documents/communities/pdf/35.pdf>

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## BROMSGROVE DISTRICT COUNCIL

### CABINET

5 NOVEMBER 2008

#### COMMUNITY ENGAGEMENT STRATEGY

Responsible Portfolio Holder	Cllr Roger Hollingworth - Leader of the Council
Responsible Head of Service	Hugh Bennett – Assistant Chief Executive
Non-Key Decision	

#### 1. SUMMARY

- 1.1 To approve the Council's new Community Engagement Strategy Community Engagement Toolkit and Annual Community Engagement Plan.

#### 2. RECOMMENDATION

- 2.1 That Cabinet approves the Community Engagement Strategy attached at Appendix 1, Community Engagement Toolkit attached at Appendix 2 and Annual Community Engagement Plan attached at Appendix 3.

#### 3. BACKGROUND

- 3.1 The Council's existing Consultation Policy and Guidance was developed in September 2007 and agreed at Cabinet in October 2007. Over the course of the past two years the Government's agenda for strengthening the involvement of residents in council business has broadened considerably, going well beyond earlier requirements for councils simply to consult their residents and base their decision making on evidence from such activities. At the heart of the Government's current drive to secure better public services, a stronger public arena and more cohesive communities is the need for effective and meaningful community engagement as outlined in the Local Government and Public Involvement in Health Act (developed through the Strong and Prosperous Communities White Paper) and strengthened further in the recent 'Communities in Control' White Paper. This includes such initiatives as participatory budgeting and devolved budgets, as well as a new duty to promote democracy. A clear message is that it is not enough for councils simply to 'consult' any more, although consultation will remain a useful part of the community engagement agenda.
- 3.2 In response to these proposals, it has been considered prudent to develop a Community Engagement Strategy for the District at an early stage, to ensure that expectations are communicated clearly across all departments and to guide senior officers in planning their engagement activities at the

start of the service business planning process and budget cycle for 2009-10. This action has been taken in advance of any duties being enacted and naturally the Strategy will need to be adapted to take account of any future legislation; however, by developing the Strategy now the Council will be well placed to ensure it meets the challenges of the community engagement agenda and is able to prepare for future challenges, particularly with regard to joint working with its partners.

- 3.3 The Council is already taking the challenge of meeting this agenda seriously and has in place a number of mechanisms to engage with communities through PACT meetings, Town Hall LSP meetings, the Equalities and Diversity Forum and Disabled Users' Group. This existing activity is consistent with the Council's vision and values and has been established well in advance of the latest DCLG guidance, therefore providing a solid foundation on which further activities can be developed.
- 3.4 The strategy attached at Appendix 1 sets out the ways in which the Council will engage with its communities across the full range of its activities, to enable us to involve and work with local stakeholders and partners to deliver the shared vision for Bromsgrove District as set out in the Bromsgrove Sustainable Community Strategy and the Council Plan 2008-2011. The strategy builds on and encompasses the 2006 and 2007 Consultation Policy and Guidance and the Statement of Community Involvement (2006) that underpins the Local Development Framework. A toolkit for officers on the steps to take in planning and executing community engagement activities is attached at Appendix 2 and the planned community engagement activities for 2008-09 (taken from current service business plans) is also attached at Appendix 3.

#### **4. FINANCIAL IMPLICATIONS**

- 4.1 There are no direct financial implications arising from the Community Engagement Strategy, however Heads of Service and senior officers will need to ensure that appropriate community engagement activities (developed in line with this strategy and toolkit) are included in the service business plans currently being developed for the 2009-10 financial year. Accordingly, sufficient resources will also need to be allocated to allow for such activities.

#### **5. LEGAL IMPLICATIONS**

- 5.1 Elements of the Government's community engagement agenda are covered by the Local Government and Public Involvement in Health Act 2007. The agenda is likely to be strengthened with further legislation around the proposed duty to promote democracy and other recommendations in the 'Communities in Control' White Paper.

#### **6. COUNCIL OBJECTIVES**

6.1 The Community Engagement Strategy links directly to Council's 'Sense of Community' priority by providing a framework for future community engagement activity across the District.

## 7. **RISK MANAGEMENT**

7.1 The main risks associated with the details included in this report are:

- Failure to deliver against central government's community engagement agenda and meet legislative requirements, where imposed.
- Failure to engage the community, leading to a decline in democratic participation (such as reduced electoral turnout) and a negative impact on the Council's reputation.
- Lack of evidence for Members to base their decisions on.

7.2 These risks are being managed as follows:

- Failure to deliver against central government's community engagement agenda and meet legislative requirements, where imposed:

Risk Register: *Corporate*

Key Objective Ref No: 13

Key Objective: *Effective two tier working and Community Engagement*

- Failure to engage the community, leading to a decline in democratic participation (such as reduced electoral turnout) and a negative impact on the Council's reputation:

Risk Register: *Corporate*

Key Objective Ref No: 13

Key Objective: *Effective two tier working and Community Engagement*

- Lack of evidence for Members to base their decisions on:

Risk Register: *Corporate Communications, Policy and Performance*

Key Objective Ref No: *CCPP12*

Key Objective: *Deliver the Council's Consultation Strategy*

## 8. **CUSTOMER IMPLICATIONS**

8.1 Implementation of the Community Engagement Strategy will have a direct impact on customers due to the emphasis on increasing the range and frequency of activities that enable customers to become more involved in Council business. The Strategy intends that customers will have more of a say on issues that affect their communities and will therefore have increased contact with the Council. This should complement existing work around communications, customer access and complaints, as well as future work to look at the need for customer profiling.

## 9. EQUALITIES AND DIVERSITY IMPLICATIONS

- 9.1 Existing consultation structures through the E&D Forum and Disabled Users' Group will continue to be supported by the Community Engagement Strategy, and new channels will be explored to improve engagement with lesbian, gay bisexual and transgender groups and migrant communities.

## 10. VALUE FOR MONEY IMPLICATIONS

- 10.1 There may be opportunities for joint working with partners and neighbouring authorities through, for example, the development of a countywide customer panel and consolidation of existing mechanisms. Effective community engagement guides resources towards the things residents value the most, thereby creating value for money.

## 11. OTHER IMPLICATIONS

Procurement Issues None
Personnel Implications None
Governance/Performance Management None
Community Safety including Section 17 of Crime and Disorder Act 1998 None
Policy Introduction of a new Community Engagement Strategy for the Council
Environmental None

## 12. OTHERS CONSULTED ON THE REPORT

Portfolio Holder	<b>At Leader's Group</b>
Chief Executive	<b>Yes</b>
Executive Director - Partnerships and Projects	<b>Yes</b>
Executive Director - Services	<b>Yes</b>
Assistant Chief Executive	<b>Yes</b>
Head of Service	<b>Yes</b>
Head of Financial Services	<b>Yes</b>

Head of Legal, Equalities & Democratic Services	<b>Yes</b>
Head of Organisational Development & HR	<b>Yes</b>
Corporate Procurement Team	<b>No</b>

**13. WARDS AFFECTED**

All Wards

**14. APPENDICES**

Appendix 1    Community Engagement Strategy  
Appendix 2    Community Engagement Toolkit  
Appendix 3    Annual Community Engagement Plan

**15. BACKGROUND PAPERS**

None

**CONTACT OFFICER**

Name:                    Jenny McNicol  
E Mail:                    j.mcnicol@bromsgrove.gov.uk  
Tel:                         (01527) 881631

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## **Bromsgrove District Council Draft Community Engagement Strategy 2008-2009**

### **Contents**

- 1. Introduction**
- 2. What is community engagement?**
- 3. The national context**
- 4. Other duties**
- 5. What we are already doing**
- 6. What we will do next**
- 7. Guiding principles for community engagement in Bromsgrove District**

**Appendix 2 – Community engagement toolkit**

**Appendix 3 – Annual community engagement plan**

### **1. Introduction**

- 1.1 Effective and meaningful community engagement is at the heart of the Government's drive to secure better public services, a stronger public arena and more cohesive communities. Understanding the full remit of activities that combine to deliver effective community engagement provides a framework against which we can build an effective engagement strategy: one that meets the needs of our community, ourselves and our partners, as well as addressing the national agenda for better engagement set out by the Government in the Local Government and Public Involvement in Health Bill (developed through the Strong and Prosperous Communities White Paper) and strengthened further in the 'Communities in Control' White Paper.
- 1.2 This Strategy sets out the ways in which the Council will engage with its communities across the full range of its activities, to enable us to involve and work with local stakeholders and partners to deliver the shared vision for Bromsgrove District as set out in the Bromsgrove Sustainable Community Strategy and the Council Plan 2008-2011. The framework builds on and encompasses the 2006 and 2007 Consultation Policy and Guidance and the Statement of Community Involvement (2006) that underpins the Local Development Framework.
- 1.3 This Strategy provides a focus for all the Council's engagement activities, policies and processes to align with the Council's 'Sense of Community' objective. This strategy aims to support the development of strong, active and inclusive communities who are informed and involved in decision-making in order that we and our partners may improve public services to enhance quality of life across Bromsgrove District.

### **2. What is community engagement?**

- 2.1 Community engagement is about giving local people a voice and involving them in decisions that affect them, their community and their neighbourhood. This might

involve communities in the planning, development and management of services and can include individuals, voluntary and community organisations as well as other public sector bodies, working together to address local issues. At the heart of community engagement is the development of relationships, open and clear communication, networking and listening and building mutual understanding of the people and places in our District. This will enable us to deliver improved, accessible services that meet local needs as well as increased satisfaction, improved efficiency and enhanced community leadership.

- 2.2 Engagement is not a single process and can happen in a number of ways. This can be from the simple provision of information to 'letting go' through empowerment (by allowing others to take decisions and make things happen). Central Government's drive to improve community engagement across Local Government focuses on developing the processes around empowerment, involvement and participation, and there is certainly a clear link between empowerment and satisfaction that is valuable for all involved - as demonstrated by a recent survey of the Council's Equalities and Diversity Forum. This is a challenging national agenda and successful engagement must be supported by solid foundations of information, communication, consultation and feedback. For more advice and guidance on these processes please see Appendix 1 – Community engagement toolkit.

### **3. The national context**

- 3.1 Active citizenship through a number of new duties and a range of new and enhanced initiatives is an underpinning theme of the Department for Communities and Local Government's new 'Communities in Control' White Paper which builds on the messages of the Local Government and Public Involvement in Health Act 2007, which was developed through the Strong and Prosperous Communities White Paper. Through these documents Central Government has been outlining its plans to pass more power to communities and give real control and influence to more people. The key theme of the new White Paper is the development of a participatory democracy and with more empowered citizens, and these provide the underlying principles for our approach to the development and implementation of this community engagement strategy.
- 3.2 The White Paper outlines a range of new and enhanced initiatives which are intended to have their greatest impact at a neighbourhood level. These are outlined below. Many of them will rely on improved engagement arrangements at a local level that will allow citizens to influence the future development of services and the way they are delivered to meet identified local need. The Council must therefore step up its existing good practice to meet this brief. The White paper outlines the following specific initiatives for councils that will support community engagement and citizen empowerment:
- Improved information provision, particularly via the internet (i.e. more up to date, more detailed information). Exploration of new ways of getting information across to citizens. A greater amount of information available to communities on how to get more involved in their local community.
  - A new duty to promote democracy whereby councils will be encouraged to use new, innovative methods to engage citizens and boost electoral turnout. This will



include campaigns and incentives that particularly target the less well off and the young

- Opportunities for citizens to become involved in participatory budgeting and (i.e. making decisions on commissioning goods and services and determining value for money).
- Encouragement of more people to stand for election through the use of formal qualifications that recognise the councillor commitment and a greater degree of liaison with employers so that individuals may stand for election and act as councillors without affecting their ability to work.
- Consolidation of consultation activities within the Council and with partners so that community engagement is consistent and joined up. This includes the need for greater community engagement in the planning process.
- An evaluation of the “quality of public engagement”, which will be included in the new Comprehensive Area Assessment (April 2009 onwards).
- Extension of schools’ Citizenship curriculum together with support for children and young people to become more engaged in the democratic process through school councils and youth parliaments.
- A ‘Take Part’ Pathfinder programme to help adults become more active citizens and get more involved in local democracy.

The White paper also outlines the following initiatives:

- The concept of discretionary budgets for backbenchers to use in their local areas.
- The introduction of a national £70m Communitybuilders scheme for community organisations help citizens to shape their areas and a £7.5m Empowerment Fund for third sector organisations to turn empowerment proposals into action.
- The establishment of a new asset transfer unit to advise on transferring assets to communities.
- Support to help create more neighbourhood councils where they are called for, as well as more directly-elected mayors
- Making the process of overview and scrutiny more visible to the public through more accessible meetings and greater information provision.
- The introduction of a new duty to respond to petitions, to ensure that issues affecting communities are properly debated (including those affecting the NHS).
- Central Government consultation to ascertain whether it should be made easier for the public to demand referendums
- Easier channels for citizens to complain to Councils, and standards for Councils to respond to such complaints are set.

## **4. Other duties**

- 4.1 There are a range of other duties for councils to engage and involve communities under the Local Government and Public Involvement in Health Act 2007, the Local Government Act 1999, the Race Relations Amendment Act 2000, and the Disability Discrimination Act 1995 as amended in 2005 and which came into force in 2006. Section 11 of the Children Act – Every Child Matters also details expectations for district councils to use the views of children and young people to shape services.
- 4.2 The development of the Council's Local Development Framework has also required a commitment for the Council to engage with the communities of the District at every stage of the process, and as such a 'Statement of Community Involvement' was adopted by the Council in September 2006, outlining the process by which the LDF will be informed by effective continuous community engagement. Over the next three years the Council will produce a series of three types of documents that will make up the LDF: Development Plan Documents (DPDs), Supplementary Plan Documents (SPDs) and other required documents. The views that are expressed by the community during any involvement activity to develop these documents will be fed into the process of document production. Feedback from consultation will be made available in summary form and will be used to influence the drafting of policy. Those who participate in the process will be told what the outcomes of consultation processes are and how the results will be used to move the process forward. Ensuring people are kept informed of the outcome of events is a vital part of the new planning system which reinforces the message that community engagement is helpful and worthwhile.

## **5. What we are already doing**

- 5.1 Bromsgrove District council already uses the following mechanisms to promote community engagement and inform the development and delivery of its services. The challenge in moving forward will be to act effectively to co-ordinate and review the information and feedback received so that it may prioritise and drive service improvements that meet the needs of the community.

### **Facilitated Community Engagement activities**

- Budget Jury
- Local Area Committees in Beacon/Waseley and Alvechurch wards
- District wide PACT meetings with commitment for the attendance of a senior officer at 85% of these meetings
- An annual LSP 'Town Hall' meeting
- Equalities and Diversity Forum Budget Bidding process
- Democracy workshops in local schools to promote Local Democracy Week
- The development of plans to hold a joint children's' and young peoples' participatory budgeting event in with Worcestershire County Council in 2009 using pooled budgets from FLOSS and the Council to cover all age groups

### **Council events**

- Street Theatre summer events (expanded across the District for the first time this year)
- Equalities and Diversity Forum Annual Conference

- Annual Management Conference

#### **Consultative fora**

- Equalities and Diversity Forum
- Disabled Users Group
- Parish forum
- Landlords' forum
- Leisure centre user groups
- Union liaison
- Staff forums
- Middle Managers Forum

#### **Consultation mechanisms**

- Biennial Place Survey (run jointly with other councils in Worcestershire)
- Annual Customer Satisfaction Survey
- Annual Quality of Life survey (will be discontinued in 2009 due to Place Survey)
- Ad hoc focus groups run by staff trained in their facilitation. This year focus groups have covered themes including the quality of life of older people in the district, customer access and customer standards
- Community consultation events such as consultation on the Bromsgrove Town Centre Regeneration Area Action Plan and on the Council's Play Strategy
- Service satisfaction surveys for Environmental Health, Housing, and Street Scene and Community services
- An annual staff survey
- Online Budget Consultation
- Sports Development Surveys

Additionally, planned community engagement activities are outlined annually in every Service Business Plan so that they can be overseen and consolidated where appropriate. These activities are also outlined in Appendix 2 – Annual Community Engagement Plan.

#### **Communications**

- Publication of the Council magazine 'Together Bromsgrove' three times per year
- Weekly press releases
- Production of a variety of public information leaflets
- Members' bulletins giving feedback and information on key issues
- An SMS text messaging service
- An accessible website, linked to other local councils through the Worcestershire Hub
- A Compliments and Complaints process, including Tagish software
- A Staff intranet which includes 'Chat with Kevin' and 'Bright Ideas' sections for staff involvement
- Connect and E-Connect staff newsletters
- A weekly core brief for all staff

A review of Communications Strategy has also recently taken place to ensure Communications adequately reflect developing community engagement needs.

#### **Other devices**

- Neighbourhood wardens across the district
- A member of the Worcestershire Ethnic Access Link translation service
- A member of the Joint Worcestershire Cross District Community Leadership and Engagement Group. The group has developed a Community Leadership and Engagement Framework to be used as a common framework by all districts, and have audited and compared their current engagement work with a view to identifying opportunities for joint working, avoiding duplication and sharing best practice.

## **6. What we will do next**

- 6.1 Based on our existing activities and the initiatives and ideas flagged in the new 'Communities in Control' White Paper, and whilst awaiting further guidance from Central Government, we plan to do the following in the course of the coming year:

### **Facilitated Community Engagement Activities**

- Expand Budget Jury process in 2010-11 budget round (to involve a greater number of participants)
- Extend Neighbourhood Area Committees to two more areas
- Hold Citizens Juries based on Budget Jury model on contentious issues (e.g. car parking charging)
- Employ more innovative techniques to engage citizens as part of the Bromsgrove town centre redevelopment and railway station projects such as 'Planning 4 Real'
- Investigate potential for introducing devolved budgets to backbenchers in the form of community kitties or introducing further participatory budgeting opportunities for communities in these areas
- Identify opportunities for greater working with schools and youth groups, both to promote democracy and build on the Children's and Young People's participatory budgeting event. (e.g. Councillor and younger staff visits to schools; political speed dating)

### **Council events**

- Investigate potential for holding Cabinet meetings around the District so that communities can observe democratic process at work
- Develop and implement a strategy to increase levels of voter registration and increase awareness of elections through events and activities
- "Town Hall" meeting twice a year around the District

### **Consultative fora**

- Identify links that can be made with LSP partners' consultation activity for potential joint working
- Look at setting up transgender and migrant worker forums or identify alternative methods of engaging with these groups

### **Consultation mechanisms**

- Streamline survey activity – exploring joining up with other districts and Worcestershire County Council to run a joint citizens panel survey which will provide greater value for money and help alleviate consultation fatigue
- Set up new process for Heads of Service to work together when developing their Business Plans to streamline planned community engagement activity

### **Communications**

- Introduction of a 'You Decide' (or similar) tagline to brand all community engagement activity and provide coherence for citizens
- Review the website to ensure that it provides accessible, relevant information that meets the needs of the community in a cost effective way – and develop 'what you said' pages to accompany 'have your say' pages – with feedback from surveys etc
- Investigate potential for a Children's and Young People's website – online poll, discussion forums questionnaire chances to win prizes (e.g. following the example of East Riding of Yorkshire)
- Continue work with local media to build more positive relationships (e.g. organise officer and Member shadowing for media staff to see what really goes on)

### **Other devices**

- Publish this Community Engagement Strategy and Toolkit
- Explore customer profiling through GIS plotting of existing survey data and customer segmentation systems (eg. Mosaic/ Acorn) so that targeted engagement activities can be developed (e.g. childhood obesity activities in deprived areas)
- Continue to run focus groups as necessary
- Implement approach to adopting Parish Plans guidance

## **7. Guiding principles for Community engagement in Bromsgrove District**

- 7.1 In order to meet the expectations of the District's communities the Council will need to ensure it uses the most appropriate ways to communicate and engage with them. Community engagement activities will therefore be:

Clear, concise and relevant

- All communication and consultation will be clearly structured and worded avoiding jargon and unnecessary information, using diagrams and pictures and recognising the diversity of our community. We will also be clear about the purpose of the activity and how it will be used to inform our decisions.

Timely and co-ordinated

- In order to achieve maximum value and efficiency we will ensure that we avoid duplication, use existing mechanisms to distribute information and evaluate our activities to ensure that we are meeting our objectives and the needs of our residents.

Accessible for everyone

- Communication, involvement activities and processes will provide everyone with the opportunity to get involved if they want to. In practice this means making sure that we tailor our approach to the needs of the audience or local communities recognising that we need to consider levels of understanding, timeframes, accessibility of venues and appropriate means of communication.

Genuine and realistic

- We will ensure that that we demonstrate our commitment to community involvement by being clear about what can be achieved and allowing enough time for people to be involved effectively where they can influence the outcome.

Feedingback outcomes and demonstrating change are vital to building the confidence of communities in feeling that they can make a difference.

Constructive and beneficial

- The approach we use for any given engagement activity will be constructive and will benefit both decision makers and those involved in the process, focusing on good practice and learning, and allowing everyone an opportunity to discuss key issues.

Proactive and innovative

- To be of value, the process of engagement will go beyond the minimum requirements where possible. In practice this will mean employing more tailored techniques or a combination of approaches and taking activities out to communities.

Used to promote ongoing involvement

- We will build on existing community engagement activities of regular customer surveys, feedback via our compliments and complaints process and other service specific consultation processes, by ensuring that we provide regular feedback to demonstrate the value of the processes and identify clear links between these activities and benefits to the community.

### **Date of Application**

September 2008

### **Planned Date of Review**

September 2009

### **Further Advice and Guidance**

Please contact the Corporate Communications, Policy and Performance Team.

## Appendix 2 - Community Engagement Toolkit

This document forms part of Bromsgrove District Council's Community Engagement Strategy 2008-09 and is designed to assist you in planning and undertaking your community engagement activity. The guidance is intended to help officers uphold the principles of community engagement described in the Community Engagement Strategy.

The Corporate Communications, Policy and Performance Team can offer further advice and guidance on community engagement issues, including planning and scheduling, selecting appropriate methodologies, identifying participants and accessing existing networks and forums. The team can also provide practical support for the development, implementation and analysis of community engagement activities. Major activities will be identified in advance through the Council's business planning process. These are shown in Appendix 2 – Annual Community Engagement Plan

Community engagement is all about listening to and respecting the views of other people, even if they are contrary to those you wish to hear. In order for it to be effective, community engagement needs to be well planned and executed. If it is not thought through it can be expensive and time-consuming and will have a detrimental effect. It will not always give you the answers you want and it may raise expectations that you cannot meet. Nonetheless, community engagement is a crucial element of a participatory democracy and must be conducted so that elected Members can base their decisions on robust evidence gathered from the communities they serve.

To help officers incorporate community engagement into all areas of service design and delivery, the following table should be used. This table has been taken from the National Institute for Health and Clinical Excellence's Community Engagement guidance and covers four interlocking themes: **prerequisites for success** (incorporating policy development); **infrastructure** (to support practice on the ground); **approaches** (to support and increase levels of community engagement); and **evaluation**. It is crucial to ensure that all the prerequisites are implemented before selecting individual recommendations from the remaining sections of the table.

Recommendation	Action
<b>PREREQUISITES</b>	
<b>1. Policy Development</b>	<ul style="list-style-type: none"> <li>• Plan, design and coordinate activities that incorporate a community involvement component across, as well as within, departments.</li> <li>• Take account of existing community activities and area-based initiatives, past experiences and issues raised by the communities involved.</li> </ul>
<b>2. Long-term investment</b>	<ul style="list-style-type: none"> <li>• Understand the gradual, incremental and long-term nature of community engagement activities. Ensure mechanisms are in place to evaluate and learn from these processes on a continuing, systematic basis.</li> <li>• Align this long-term approach with local priorities.</li> <li>• Identify how to fund community engagement activities and identify lines of accountability. This could include</li> </ul>

Recommendation	Action
	<p>arrangements for multiple funding sources. It may also include funds for shorter term activities.</p> <ul style="list-style-type: none"> <li>• Set realistic timescales for the involvement of local communities and plan activities within the available funding. Recognise that a short term focus on activities and area-based initiatives can undermine efforts to secure long term and effective community participation.</li> <li>• Building past experiences to mitigate the possibility of communities experiencing consultation fatigue.</li> <li>• Agree and be clear about how community engagement can influence decision-making and or lead to improved services.</li> <li>• Negotiate with all those involved to determine which community engagement approaches are most appropriate for different stages of the initiative.</li> <li>• Clearly state the intended outcomes of the activity.</li> </ul>
<p><b>3. Organisation and cultural change</b></p>	<ul style="list-style-type: none"> <li>• Work with the target community to identify how the culture of public sector organisations supports or prevents community engagement. Make any necessary changes (e.g. to the performance management framework) to encourage successful engagement.</li> <li>• Acknowledge the skills and acknowledge in the community by encouraging local people to help identify priorities and contribute to the commissioning, design and delivery of services.</li> <li>• Draw on the expertise of the particular communities concerned. Consider providing diversity training and other activities to raise cultural awareness of the organisation. Do not stereo type the target community or community groups with regard to age, sex/gender, disability, race / ethnicity, sexual orientation, religion or belief, or any other characteristic.</li> <li>• Encourage all communities and individuals (including those whose views are less frequently heard) to express their opinions, regardless of whether they disagree, or are dissatisfied with national, regional or local policy and strategy.</li> <li>• Give weight to the views of local communities when decisions affecting them are taken. Make lines of accountability clear so they can see the response to their views. Where community views have been overridden by other concerns, this should be explicitly stated.</li> <li>• Manage conflicts between communities (and within them) and the agencies that serve them.</li> </ul>
<p><b>4. Levels of engagement and power</b></p>	<ul style="list-style-type: none"> <li>• Identify how power is currently distributed among all those involved (including public sector organisations and representatives and individuals from the community). Negotiate and agree with all relevant parties how power will</li> </ul>



Recommendation	Action
	<p>be shared and distributed in relation to decision-making, resource allocation and defining project objectives and outcomes. Recognise that ‘power’ takes many forms including: access to and use of data, information and people, responsibility for setting agendas, responsibility for allocating resources and funds, and skills and capacity.</p> <ul style="list-style-type: none"> <li>• Make all parties aware of the importance, value and benefit of community involvement in decision-making, service provision and management. This includes public sector organisations and representatives and individuals from the community.</li> <li>• Identify and recognise local diversity and local priorities (both within and between communities). Ensure diverse communities are represented (particularly those that tend to be under-represented). Clearly state the responsibilities of all parties involved and put in place mechanisms to track accountability.</li> <li>• Identify and change practises that can exclude or discriminate against certain sectors of the community (e.g. short term funding, organisational style and timing of meetings).</li> <li>• Let members of the local community decide how willing and able they are to contribute to decision making, service provision and management (recognise that this may change over time). The allocation of responsibilities should match this. Training and support should be available to help all those involved meet their responsibilities.</li> <li>• Recognise that some groups and individuals (from the public, community and voluntary sectors) may have their own agendas and could monopolise groups, so inhibiting community engagement.</li> <li>• Jointly agree ways of working with relevant members of the community at both a strategic and operational level. This includes: <ul style="list-style-type: none"> <li>○ Identifying who will be involved in decisions concerning the scope, vision and focus of the initiatives</li> <li>○ Identifying and agreeing project priorities, objectives and outcomes and what can realistically be achieved by involving community members</li> <li>○ selecting the community engagement approach most likely to achieve the project’s objectives and outcomes</li> <li>○ agreeing governance structures and systems (including how each party will be represented and involved)</li> <li>○ agreeing the criteria that will be used to allocate, control and use resources</li> <li>○ using a variety of methods to elicit the views and concerns of different communities such as black and</li> </ul> </li> </ul>

Recommendation	Action
	<p>minority ethnic groups, older people and those with disabilities</p> <ul style="list-style-type: none"> <li>○ agreeing to hold meetings in accessible, suitable venues and timing and conducting them in a way that allows community members to participate fully and is sensitive to their needs( for example, where necessary, translation and other services such as Braille and the loop system should be used or crèche facilities provided)</li> <li>○ agreeing to avoid technical and professional jargon</li> <li>○ building feedback mechanisms into the process (to ensure achievements are reported and explanations provided when proposals are not taken forward or outcomes are not achieved).</li> </ul>
<p><b>5. Mutual trust and respect</b></p>	<ul style="list-style-type: none"> <li>● Learn from and build on previous or existing activities and local people’s experiences to engage them, using existing community networks and infrastructures.</li> <li>● Identify and provide the structures and resources needed to help community organisations and their representatives participate fully.</li> <li>● Working with the community, assess its broad and specific needs. In particular, work with groups that may be under-represented and/or with particular needs, such as black and minority ethnic groups, older people, those with disabilities and people living in rural communities.</li> <li>● Tailor the approach used to involve and reach out to under-represented groups, but respect the rights of individuals and communities not to become involved. Recognise that some individuals or groups may create barriers to community engagement and identify ways to overcome these barriers.</li> <li>● Negotiate and agree how much control and influence community members have and the commitment required from them (in terms of their time and workload).</li> <li>● Regularly inform communities about the progress being made to tackle issues of concern. Use mechanisms such as existing community networks or forums.</li> </ul>
<p><b>INFRASTRUCTURE</b></p>	
<p><b>6. Training and resources</b></p>	<ul style="list-style-type: none"> <li>● Develop and build on the local community’s strengths and assets (i.e. its skills, knowledge, talents and capacity).</li> <li>● Provide public sector agencies and those working with communities (including community representatives and organisations) with the opportunity to develop the knowledge and skills they need for community engagement. Where possible, training should be undertaken jointly by all those involved and should cover: <ul style="list-style-type: none"> <li>○ organisational change and development</li> </ul> </li> </ul>

Recommendation	Action
	<ul style="list-style-type: none"> <li>○ community engagement</li> <li>○ community leadership</li> <li>○ communication and negotiation (including dealing with conflicts of interest and confidentiality)</li> <li>○ partnership working and accountability</li> <li>○ business planning and financial management</li> <li>○ participatory research and evaluation skills.</li> </ul> <ul style="list-style-type: none"> <li>● Provide information on the policy context, how public sector organisations work and on other relevant organisational issues.</li> <li>● Provide opportunities and resources for networking so that all those involved can share their learning and experiences.</li> <li>● Identify funding sources for community engagement training.</li> <li>● Identify support for community engagement. This includes working with existing community networks and voluntary organisations that can reach groups that are traditionally under-represented.</li> <li>● Where necessary, work with local and national non-governmental organisations (NGOs) and those in the voluntary sector to provide small community organisations with the assistance they need to get involved (this includes the provision of training and resources).</li> <li>● Address any constraints facing members of the community who want to be involved. This may include helping them to develop knowledge and skills, including the ability to deal with discrimination and stigma. It may also involve dealing with practical issues such as the time they have available, their financial constraints, caring responsibilities or any difficulties they have with transport.</li> <li>● Provide appropriate, accessible meeting spaces and equipment (such as telephones, computers and photocopying facilities) as required.</li> <li>● Consider training individual members of the community to act as mentors.</li> </ul>
<b>7. Partnership working</b>	<p>Develop statements of partnership working for all those involved (including community groups and individuals). This will help increase knowledge of – and communication between – the sectors and improve the opportunities for joint working and/or consultation on service provision. A compact drawn up between local government and voluntary and community organisations is an example of how this could be achieved.</p>
<b>8. Area-based initiatives</b>	<ul style="list-style-type: none"> <li>● Encourage local people to be involved in the organisation and management (including financial management) of area-based and regeneration activities, by recognising and developing their skills.</li> </ul>

Recommendation	Action
	<ul style="list-style-type: none"> <li>• Give community groups the power to influence local authority decisions and regional and national issues related to area-based initiatives. Also give them the power to help improve communication across sectors. Both can be achieved by:               <ul style="list-style-type: none"> <li>○ providing resources (such as access to community facilities and help from voluntary and community groups) to support community participation in area-based initiatives</li> <li>○ involving communities in decision-making and the planning and delivery of services (via structures and mechanisms such as local strategic partnerships, local area agreements and comprehensive area assessments).</li> </ul> </li> </ul>
<b>APPROACHES</b>	
<b>9. Community members as agents of change</b>	<ul style="list-style-type: none"> <li>• Recruit individuals from the local community to plan, design and deliver activities. These ‘agents of change’ could take on a variety of roles, for example, as peer leaders and educators, community champions, community volunteers or neighbourhood wardens. Where necessary, offer training in how to plan, design and deliver community-based activities. Encourage them to recruit other members of their community to work on community-based interventions (so retaining the skills and knowledge gained within the community).</li> <li>• Encourage local communities to form a group of ‘agents of change’ (or use existing groups) to plan, design and deliver activities. The groups could include neighbourhood or community committees, community coalitions and school councils.</li> <li>• Recruit people to act as a conduit between local communities and organisations in the public, voluntary and community sectors. Ideally, recruit members of the local community. The recruit(s) may be described as neighbourhood managers or something similar. They should work with neighbourhood partnerships, community forums and community representatives to identify local needs in relation to employment, education, training, income, crime and other issues. They also need to help members of the local community to develop their capacity for involvement in community activities.</li> <li>• Use mechanisms such as tenant-controlled organisations, estate housing associations, housing boards and committees, as well as working with neighbourhood managers and renewal advisers to ensure the community’s views are heard including the views of those who are often under-represented). In addition, use these methods to help residents tackle and improve:               <ul style="list-style-type: none"> <li>○ housing (reducing repair and re-letting times and</li> </ul> </li> </ul>

Recommendation	Action
	<ul style="list-style-type: none"> <li>○ improving rent collection)</li> <li>○ community facilities and youth activities</li> <li>○ perceptions of the environment and crime (tackling rubbish, graffiti and fly tipping)</li> <li>○ local service delivery (by improving links and partnership working with the community and across and within sectors).</li> </ul>
<b>10. Community workshops</b>	Run community workshops (for example, community arts and health workshops) or similar events. These should be used to identify local community needs and to maintain a high level of local participation in the planning, design, management and delivery activities. The event(s) should be co-managed by professionals and members of the community and held at a local venue.
<b>11. Resident consultancy</b>	<p>Draw on the skills and experience of individuals and groups previously involved in regeneration activities (for example, via resident consultancy initiatives) to improve social cohesion and people's general wellbeing. These skills and experience should be drawn from as wide a range of individuals and groups as possible and used to:</p> <ul style="list-style-type: none"> <li>● engage with local residents and secure their trust</li> <li>● work 'with' rather than 'for' the local community</li> <li>● identify and work with local structures and organisations</li> <li>● offer advice, guidance, mentoring and training, if necessary</li> <li>● empower local people to build partnerships and run community organisations.</li> </ul>
<b>EVALUATION</b>	
<b>12. Evaluation</b>	<ul style="list-style-type: none"> <li>● Identify and agree the objectives of evaluation in collaboration with members of the target community and those involved in the planning, design and implementation of the activity. This should be agreed before the activity is introduced.</li> <li>● Involve members of the community in the planning, design and, where appropriate, the implementation of an evaluation framework that: <ul style="list-style-type: none"> <li>○ encourages joint development (by commissioners and the local community) of baseline measurement indicators and methods of monitoring the whole activity</li> <li>○ considers the theory of change required to achieve success</li> <li>○ embraces a mixed-method approach which uses appropriate research designs according to the questions asked (and makes use of participatory research methods)</li> <li>○ includes a range of indicators that help to evaluate not only what works but in what context, as well as</li> </ul> </li> </ul>

Recommendation	Action
	<p>the costs involved and the experiences of those involved</p> <ul style="list-style-type: none"> <li>○ ensures outcomes match the resources available and the time invested in the activity</li> <li>○ identifies the comparators that will be used (if appropriate).</li> </ul>

Community engagement can take many forms, and there must be a common understanding amongst staff, elected Members and the community about the scope of any activity and the degree of influence participants may have when being invited to share their views to help make decisions. Bromsgrove District Council recognises this and has devised the following five categories of community engagement activity:

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

It is important to remember that Category A is no less valuable or worthy than Category E. This is about what is most relevant/ appropriate to the nature of the work involved.

## Consultation techniques that support community engagement

Whilst 'Community Engagement' has replaced 'Consultation' as order of the day, it does not mean that there is no longer room for stand alone consultation activities. Provided that it is remembered that 'to consult' does not necessarily mean 'to engage', consultation activities can still be undertaken – the results can then used to inform wider community engagement activities across the Council. A useful distinction to remember is that while 'consultation' tends to be a short-term, ad hoc process that involves a one way flow of information, 'community engagement' is a long-term culture shift that involves multi-directional participation and shared decision making.

There is no one 'right' consultation method that will work for any given circumstance. All sorts of conditions influence which methods will provide useful information. It is important to understand that different methods may well produce different results: there is rarely, if ever, a single view, and consensus between all users is unlikely.

There are many methods that can be used to seek people's views. Think carefully about the following factors:

- The number of people you need/want to consult;
- Whether it is more important to get superficial opinions from a large number of people or to get more in depth views from fewer people;
- Whether the views should be representative of the wider local population;
- Whether you only want to involve certain groups or whether you can extend an open invitation to participate;
- How quickly you need the information and what you can achieve within the timescale allocated;
- What financial and human resources you have available;
- Whether you need to buy in expertise

It is also important to make sure participants are given adequate time to prepare their response. The length of time will vary depending on the time of year and the level of response that is being sought. Sufficient time should also be allowed for the results of consultation to be collated, analysed and considered, so that the results of activity will feed directly into the decision-making process. Written responses are typically sought within a 4-6 week timescale.

It can be useful to use one method to assist the development of another; for example a focus group to consider the design of a questionnaire. But when linking methods in this way, it is important to ensure that both samples are representative of the same demographic. (i.e. the focus group would need to be representative of the intended audience for the questionnaire, or their views would be less relevant). Using more than one consultation method will increase both the quality and quantity of information gathered.

Please use the table below to identify the most appropriate form of consultation for you: compare the options available whilst thinking about everything already discussed, and take note of the benefits and disadvantages of each option.

<b>CHOOSING YOUR METHOD OF CONSULTATION ACTIVITY</b>				
<b>A. Face to face consultation</b>				
<b>Technique</b>	<b>Advantages</b>	<b>Disadvantages</b>	<b>Using this method</b>	<b>Likely costs</b>
<b>Discussion / Focus Groups</b>	<ul style="list-style-type: none"> <li>• Identifies views, expectations and needs of specific target group</li> <li>• Best environment for probing and exploring ideas.</li> <li>• Good way of getting people from excluded community groups together.</li> <li>• Group interaction can stimulate new ideas and thoughts and engender feelings of ownership</li> <li>• Useful for exploring issues in depth, particularly following, or prior to, quantitative research</li> <li>• Personal approach</li> <li>• Provides a non-threatening environment to review sensitive issues, e.g. culture, gender, age.</li> </ul>	<ul style="list-style-type: none"> <li>• Not representative (small number of people)</li> <li>• Dominant individuals can negatively impact upon group dynamics</li> <li>• Selection of delegates can be difficult</li> <li>• Expensive</li> <li>• People may not turn up</li> <li>• Requires experience of moderating groups</li> </ul>	<ul style="list-style-type: none"> <li>• Choose where a particular group's views are important and where a group has a specific interest in the topic e.g. disability groups/estate residents/ethnic minority groups/young people</li> <li>• Ideally should consist of 6-12 participants</li> <li>• Use to test specific proposals</li> <li>• Needs to be effectively facilitated/ managed. Good practice to select a facilitator who is not part of the service under debate. However it is helpful for a member of staff from the service to attend for the first part of the meeting to provide details on the service and answer any queries</li> <li>• Usually lasts between 1.5 and 2 hours.</li> <li>• Provide enough time and information for people to make considered and informed choices – do not overwhelm people with technical data</li> <li>• Participants can be recruited from a user group, by selecting specialist groups who are likely to be affected by any policy under review, or by contacting participants from previous focus groups who expressed an interest in further participation. You can also randomly select names from the electoral register but expect to send approximately 200 invitations for a return of 10 participants, depending on the level of interest in the topic to be discussed.</li> </ul>	<ul style="list-style-type: none"> <li>• Venue/ equipment hire</li> <li>• Independent facilitator</li> <li>• Incentives to attend</li> <li>• Transport</li> <li>• Carers' allowances</li> <li>• Accessibility costs</li> </ul>



<b>CHOOSING YOUR METHOD OF CONSULTATION ACTIVITY</b>				
<b>A. Face to face consultation</b>				
<b>Technique</b>	<b>Advantages</b>	<b>Disadvantages</b>	<b>Using this method</b>	<b>Likely costs</b>
<b>Public meetings and roadshows</b>	<ul style="list-style-type: none"> <li>• Useful for identifying views, expectations and needs of the community</li> <li>• Effective at raising public awareness of the issues and consultation processes through an initial presentation</li> <li>• Can take the issues to all parts of the District</li> </ul>	<ul style="list-style-type: none"> <li>• Does not examine topics in depth</li> <li>• Self-selecting sample</li> <li>• Lobby groups can dominate</li> </ul>	<ul style="list-style-type: none"> <li>• Need a specific topic for discussion and something that will generate a significant level of interest among the general public</li> <li>• Needs to be well marketed</li> <li>• Can be difficult to manage – inappropriate for controversial issues</li> <li>• Need to ensure a mechanism for getting something concrete from the exercise. (vote, show of hands etc.)</li> </ul>	<ul style="list-style-type: none"> <li>• Venue/ equipment hire</li> <li>• Staff costs</li> <li>• Advertising &amp; Publicity</li> <li>• Transport</li> <li>• Accessibility costs</li> <li>• Incentives</li> </ul>
<b>Household face-to-face survey</b>	<ul style="list-style-type: none"> <li>• High response rates</li> <li>• Allows for longer questionnaires and open-ended questions with fuller/more complete answers</li> <li>• Representative quota sample with higher degree of confidence</li> <li>• Allows use of visual materials</li> <li>• Provides quantified information for decision making purposes</li> <li>• Don't need to worry about people being able to read and understand written</li> </ul>	<ul style="list-style-type: none"> <li>• Very high cost and time consuming</li> <li>• Does not include people who work in the District but are not residents</li> <li>• Less anonymity, therefore may not get people's true opinions</li> </ul>	<ul style="list-style-type: none"> <li>• Need interest in the survey topic</li> <li>• Need well presented, courteous interview staff</li> <li>• Effective quota sampling procedure</li> </ul>	<ul style="list-style-type: none"> <li>• Questionnaire design</li> <li>• Pilot costs</li> <li>• Photocopying/ printing of surveys</li> <li>• Interviewers</li> <li>• Analysis</li> </ul>

<b>CHOOSING YOUR METHOD OF CONSULTATION ACTIVITY</b>				
<b>A. Face to face consultation</b>				
<b>Technique</b>	<b>Advantages</b>	<b>Disadvantages</b>	<b>Using this method</b>	<b>Likely costs</b>
	questions <ul style="list-style-type: none"> <li>• Can reach non-users</li> </ul>			
<b>Face-to-face street interview</b>	<ul style="list-style-type: none"> <li>• High response rates</li> <li>• Allows for longer questionnaires and open-ended questions with fuller/more complete answers</li> <li>• Representative quota sample and higher degree of confidence</li> <li>• Allows use of visual materials</li> <li>• Provides quantified information for decision making purposes</li> <li>• Don't need to worry about people being able to read and understand written questions</li> <li>• Can reach non-users</li> </ul>	<ul style="list-style-type: none"> <li>• High cost</li> <li>• Shorter interviews than household surveys – restricts content</li> <li>• Less anonymity</li> <li>• Difficult to ensure a representative sample</li> <li>• Older people and younger people less likely to participate</li> <li>• Spoken language barriers</li> </ul>	<ul style="list-style-type: none"> <li>• Need interest in survey topic</li> <li>• Need well presented, courteous interview staff</li> <li>• Short interviews</li> </ul>	<ul style="list-style-type: none"> <li>• Questionnaire design</li> <li>• Interviewers</li> <li>• Pilot costs</li> <li>• Photocopying</li> <li>• Analysis</li> </ul>
<b>Planning for real event</b>	<ul style="list-style-type: none"> <li>• Effective at probing and exploring behaviour and ideas.</li> <li>• Good environment for priority-setting and reaching reasoned conclusions about use</li> </ul>	<ul style="list-style-type: none"> <li>• Involves only a small selection of the population</li> <li>• Expensive</li> </ul>	<ul style="list-style-type: none"> <li>• Need a small group with significant knowledge/ideas relating to the subject</li> <li>• Need effective facilitation and an appropriate setting</li> </ul>	<ul style="list-style-type: none"> <li>• Venue hire</li> <li>• Facilitators &amp; staff</li> <li>• Transport</li> <li>• Accessibility costs</li> <li>• Invitations</li> </ul>

<b>CHOOSING YOUR METHOD OF CONSULTATION ACTIVITY</b>				
<b>A. Face to face consultation</b>				
<b>Technique</b>	<b>Advantages</b>	<b>Disadvantages</b>	<b>Using this method</b>	<b>Likely costs</b>
	of budget, planning buildings and facilities			
<b>Listening surgeries (Drop-in sessions)</b>	<ul style="list-style-type: none"> <li>• Obtains views of cross section of the community</li> <li>• Can use different locations</li> <li>• Allows use of visual displays</li> <li>• Relatively inexpensive</li> <li>• Can increase level of awareness of issues</li> </ul>	<ul style="list-style-type: none"> <li>• Self selecting sample</li> <li>• Potentially low response rate</li> </ul>	<ul style="list-style-type: none"> <li>• Choose appropriate locations and advertise</li> <li>• service manager/staff involvement required</li> <li>• make effective use of displays</li> </ul>	<ul style="list-style-type: none"> <li>• venue</li> <li>• incentives</li> <li>• staff</li> <li>• publicity</li> </ul>

<b>CHOOSING YOUR METHOD OF CONSULTATION ACTIVITY</b>				
<b>B. Self completion and telephone questionnaires</b>				
<b>Technique</b>	<b>Advantages</b>	<b>Disadvantages</b>	<b>Using this method</b>	<b>Likely costs</b>
<b>Household postal survey</b>	<ul style="list-style-type: none"> <li>• All Wards can be selected</li> <li>• Allows for open-ended questions</li> <li>• Provides quantified information for decision making purposes</li> <li>• Anonymous</li> <li>• High profile</li> <li>• Can reach non-users</li> </ul>	<ul style="list-style-type: none"> <li>• Response rates vary – lower response than household/ street surveys</li> <li>• Responses may be incomplete/ frivolous</li> <li>• More care needed in design</li> <li>• Self-selecting sample therefore biased</li> </ul>	<ul style="list-style-type: none"> <li>• Need a high level of interest in the survey topic</li> <li>• Need to keep quite short</li> <li>• Need a simple/easy to complete design &amp; layout</li> <li>• Postage should be paid</li> <li>• Think about giving a reward for responding</li> <li>• Use Customer Panel surveys to overcome bias and problems of self-selection</li> </ul>	<ul style="list-style-type: none"> <li>• Postage</li> <li>• Analysis</li> <li>• Pilot costs</li> <li>• Printing</li> <li>• Questionnaire design</li> </ul>

<b>CHOOSING YOUR METHOD OF CONSULTATION ACTIVITY</b>				
<b>B. Self completion and telephone questionnaires</b>				
<b>Household telephone survey</b>	<ul style="list-style-type: none"> <li>• Quota sampling</li> <li>• Can be less expensive than face to face (however not markedly less expensive)</li> <li>• Quick</li> <li>• High response rate</li> <li>• Provides quantified information for decision making purposes</li> <li>• Able to directly key answers into computer – speeds up process</li> <li>• Can reach non-users</li> <li>• Don't need to worry about people being able to read and understand written questions</li> </ul>	<ul style="list-style-type: none"> <li>• Survey needs to be short</li> <li>• Answer machines/mobiles affect strike rate</li> <li>• No visual material</li> <li>• Less open-ended questions</li> <li>• Less anonymity</li> <li>• Bias in favour of those with published/accessible phone numbers (no ex-directory, no cable users)</li> <li>• Not all residents have telephones</li> </ul>	<ul style="list-style-type: none"> <li>• Need a high level of interest in the survey topic</li> <li>• Need well spoken, courteous interview staff</li> <li>• Effective quote sampling procedure</li> </ul>	<ul style="list-style-type: none"> <li>• Questionnaire design</li> <li>• Interviewers</li> <li>• Pilot costs</li> <li>• Analysis</li> <li>• Cost of phone calls</li> </ul>
<b>Web-based survey</b>	<ul style="list-style-type: none"> <li>• Anonymous</li> <li>• Can cover users &amp; non-users</li> <li>• Cheaper than postal surveys</li> <li>• Not location-dependent</li> </ul>	<ul style="list-style-type: none"> <li>• Self selecting sample – not representative</li> <li>• May 'miss' certain sectors of the population – i.e. those who are not IT literate</li> <li>• Can result in low response rate</li> </ul>	<ul style="list-style-type: none"> <li>• Need support of IT support staff</li> <li>• Need to buy-in or develop in-house survey software</li> <li>• Need access to internet to complete</li> </ul>	<ul style="list-style-type: none"> <li>• Purchase of software</li> <li>• IT support</li> <li>• Analysis</li> <li>• Publicity</li> </ul>

<b>CHOOSING YOUR METHOD OF CONSULTATION ACTIVITY</b>				
<b>B. Self completion and telephone questionnaires</b>				
		<ul style="list-style-type: none"> <li>Limited opportunity to provide an incentive</li> </ul>		
<b>Schools/ Organisations/ clubs surveys</b>	<ul style="list-style-type: none"> <li>Can target specific population groups</li> <li>Can use open ended questions</li> <li>Can cover whole District</li> <li>Provide quantified information for decision making purposes</li> <li>Relatively anonymous</li> </ul>	<ul style="list-style-type: none"> <li>Response varies</li> <li>Self selecting sample</li> <li>Responses may be incomplete/ frivolous</li> <li>More care needed in design</li> </ul>	<ul style="list-style-type: none"> <li>Need a high level of interest in the survey topic</li> <li>Keep as short as possible</li> <li>Use a simple design</li> <li>Postage paid envelope should be provided</li> <li>Think about giving a reward for responding</li> </ul>	<ul style="list-style-type: none"> <li>Printing</li> <li>Questionnaire design</li> <li>Incentives</li> <li>Pilot</li> <li>Analysis</li> <li>Postage costs</li> </ul>
<b>Non-postal self completion survey</b>	<ul style="list-style-type: none"> <li>Anonymous</li> <li>Can cover users &amp; non-users</li> <li>Cheaper than postal surveys</li> <li>Can make survey forms available at a range of outlets or through local newspaper</li> <li>Easy to use Council buildings and facilities for survey distribution</li> </ul>	<ul style="list-style-type: none"> <li>Self selecting sample – not representative</li> <li>Can result in low response rate</li> </ul>	<ul style="list-style-type: none"> <li>To make available through Council buildings need support of Council/centre based staff</li> <li>Need appropriate placement of posters/surveys and reply boxes</li> <li>Freepost address required</li> <li>Need a high level of interest in the topic</li> <li>Well designed literature/posters etc to promote</li> <li>Think about a reward for responding</li> <li>Could be distributed through normal correspondence with service users (for user views)</li> </ul>	<ul style="list-style-type: none"> <li>Questionnaire design</li> <li>Incentives</li> <li>Printing</li> <li>Analysis</li> <li>Insert in newspaper</li> <li>Publicity</li> </ul>

## Consultation techniques: top tips

The usefulness of a consultation exercise will depend on the questions in it. It is all too easy to omit issues that are important to users, or to generate responses that do not provide the information needed to make a decision. Here are some helpful tips on developing the questions to ask:

- Keep questions succinct and relevant. Don't ask a question if you can't act on the results.
- If you need to ask complex questions use an interview-based consultation method, rather than relying on a self-completion questionnaire.
- Make sure your questions are piloted before they are used to make sure that people can understand them. Consider testing your questions on a small group. Can they understand the questions? Do you get meaningful results? Will the results help you?
- Ensure that the questions are straightforward as there may not be an expert or member of staff on hand to help the consultee (this is particularly important if they are completing a postal questionnaire)
- Questions need to be written in Plain English,
- Multiple-choice answers need to be different enough so that people can make an easy choice
- Think about whether you want the answers to your questions to be quantitative (yes/ no, multiple choice), or qualitative (where the consultee writes down their opinions or experiences in sentence form)
- An introduction to the consultation questions should assume no prior knowledge of the subject
- Don't ask two questions in the same sentence: this creates confusion
- Avoid leading questions

Once you have completed your consultation and collated the responses, you should undertake a thorough analysis of them. In analysing the results of your consultation you will need to identify priorities and highlight these in your communications, i.e. which findings do not require action such as low priority or very good results, which things can/ cannot change in the short term, which results highlight the need for greater communication.

The effectiveness of consultation should be evaluated and the results shared. Evaluation will consider not only the number of responses received but also the quality, cost and timeliness of the consultation and the overall usefulness of the results in helping to inform wider community engagement activities. Think about the following when assessing the consultation:

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

In writing a report the full range of views expressed during consultation should be acknowledged and attention drawn to areas of agreement and disagreement. The results of consultation should be weighed carefully together with other evidence and considerations before decisions are made.

Remember that accessible feedback should always be provided to participants, both on the results of consultation and on how they have been used, in order to encourage greater community engagement in the future. It is important to identify the key stakeholders, and decide the best method of communicating the results. In some cases the results of consultation will be outweighed by other evidence or considerations; in such cases a clear and honest explanation of the decisive factors should be included in the feedback.

### **Other considerations: Data protection and Freedom of Information**

Under the Data Protection Act 1998, departments must ensure that personal data is processed fairly. Personal data in the present context will usually just mean names and addresses but, depending on the nature of the consultation, might also include other information of a personal nature that makes it possible to identify individuals. To that end, departments must ensure that certain conditions under the Act are met, notably that data subjects (consultees) give their consent to processing (publication), and that they are told the purpose or purposes for which the personal data is being processed.

Under the Freedom of Information Act 2001, individuals will have a general right to access information held by the authority, including, in principle, responses to consultation exercises, subject to certain conditions and exemptions. Relevant exemptions in this context are section 40, which exempts personal information where disclosure would infringe data principles (on which see above) and section 41, which exempts information provided in confidence.

### **Responsibilities**

Overall responsibility of this guidance rests with the Corporate Communication Policy and Performance team. Any member of staff undertaking community engagement activities must comply with this guidance.

### **Date of Application**

September 2008

### **Planned Date of Review**

September 2009

### **Further Advice and Guidance**

Please contact the Corporate Communications, Policy and Performance Team.

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Appendix 3 - Annual Community Engagement Plan April 2008 – March 2009

Activity to be undertaken	Category of Consultation (A-E) (See below*)	Who is being consulted?	How will the results be used?	Estimated Cost (£)	Start Date/ Finish Date	Lead Officer	Comment
<b>CORPORATE COMMUNICATIONS, POLICY AND PERFORMANCE</b>							
Customer Panel Survey 1 – Priorities and Customer Standards / Satisfaction	B	Customer Panel on Council priorities	To enable the perception and customer satisfaction with each support service to be monitored. Also to seek views on priorities to feed into budget process and help shape Members' views on which options to select	£6,500	Completed by July 2008	JM	
Customer Panel Survey 2 – Quality of Life issues	A	Customer Panel	To enable the perception of local quality of life to be monitored	£6,500	Completed by December 2008	JM	Actually completed in February 2008
Budget Consultation	B	Focus Groups on budget choices	To feed into budget process and help shape Members' views on which options to select	£1,500	Completed by December 2008	JM	Completed as planned. Will be replaced by Budget Jury for 2009-10 Budget round (see below).
Budget Consultation	B	Equalities Forum and Disabilities Forum.	To feed into budget process and help shape Members' views on which options to select	Within existing staff costs.	Completed by December 2008	JM	
Budget Consultation	B	Public through on-line consultation.	To feed into budget process and help shape Members' views on which options to select	Within existing staff costs.		JM	Successful first running of online budget consultation.

Activity to be undertaken	Category of Consultation (A-E) (See below*)	Who is being consulted?	How will the results be used?	Estimated Cost (£)	Start Date/ Finish Date	Lead Officer	Comment
Budget Consultation	B	Public, through Citizen's Jury.	To feed into budget process and help shape Members' views on which options to select	Within existing staff costs and attendance payments of £30 a head for public.	Completed by November 2008	JM	Meetings held in May and June 2008, with further meetings scheduled for October and November, prior to Full Council in Jan 2009.
Young People (participatory budget approach would provide excellent PR for Council)	B	Young People, through the annual Convention and LSP CYP Theme Group's Forum	To provide a dialogue with YP, feed their information into the Council and to provide a mechanism for departments to consult with YP	£1,500	Annually	LB	A Participatory Budgeting event is being planned in conjunction with WCC and will take place in January 2009. L, E, & D workshops will also take place with Children and Young People in Local Democracy Week in October 2008 (not programmed in 08-09 Business Plan).
Older People	B	Older People, through the LSP's	To provide a dialogue with Older People, feed their	£5,000 BARN support costs.	Bi-monthly	LB	Additional Focus Groups

Activity to be undertaken	Category of Consultation (A-E) (See below*)	Who is being consulted?	How will the results be used?	Estimated Cost (£)	Start Date/ Finish Date	Lead Officer	Comment
		Older People Project Group	information into the Council and to provide a mechanism for departments to consult with Older People				held in July 08 covering Older People's Quality of Life
Member Survey	A	All Members (and senior officers)	To enable the 'temperature' of the organisation to be tracked and practices and procedures that improve Member/ Officer relations to be improved	GB/JM using SNAP software. Within existing staff costs.	March 2009	JM	Planned to take place in October 2008
Internal Customer Survey	A	All managers	To enable the perception and customer satisfaction with each support service to be monitored	GB/JM using SNAP software. Within existing staff costs.	Dec 2008	JM	Planned to take place in October 2008
Neighbourhood Management Pilots x3 (total)	D	Area Committee Membership	2009/2010 budget bids?	£8,000	Sep 2008	HB	2 Neighbourhood area committees already exist and Budget bids for 2 more (a total of 4) more will go forward.
LSP Stakeholder (town hall) event x 1	B	Specific invitees e.g. voluntary sector, businesses, schools etc. and	To enable local organisations and residents to be better informed about local priorities and feed back	Within budget	July 2008	LB	Completed. Will be opened to the public next year.

Activity to be undertaken	Category of Consultation (A-E) (See below*)	Who is being consulted?	How will the results be used?	Estimated Cost (£)	Start Date/ Finish Date	Lead Officer	Comment
		interested members of the public	their views				
PACT meetings	B	Residents of 17 local areas, representatives from partner organisations	To enable communities and partners to feedback specific information and share views on specific issues in their local areas  To produce an Annual report to be circulated to Members on PACT issues raised and solutions proposed	Within budget	Dates TBC, but quarterly in each of 17 areas across the district  Jan 09	HB	Customer Standard that 85% of these meetings are attended by a senior officer. Standard is being met.
<b>FINANCIAL SERVICES</b>							
Residents in relation to accessibility of Council Tax information	A & B	All Residents	To improve accessibility (Via WEB)	Marginal – questionnaire in C Tax bills	March 08- Nov 08	JLP	Will now be undertaken in 2009
Discussions with 3 <sup>rd</sup> Age customers to identify success of project	A&G	Third Age customers	To improve customer relationships and benefit take up	Marginal – to be asked during visits	April 08- Dec 08	JLP	Ongoing - conducted by Visiting Welfare Officer and Benefits Manager
Consult with public re priorities	BCD&E	Customer Panel	To support members decision making in relation to council tax	SNAP survey – as part of current contract funding	Jun 08	JLP	Incorporated in Customer Panel Survey 1 – Priorities and Customer

Activity to be undertaken	Category of Consultation (A-E) (See below*)	Who is being consulted?	How will the results be used?	Estimated Cost (£)	Start Date/ Finish Date	Lead Officer	Comment
							Standards / Satisfaction, above (CCPP).
Residents in relation to the Budget Bids Wider consultation via web & press	BCD&E	Focus Groups	To support members decision making in relation to council tax	SNAP survey – as part of current contract funding	Nov 08	JLP	Incorporated in Budget Consultation through Citizens Jury, above (CCPP).
Internal Audit Staff Questionnaire.	A & B.	Staff.	Inform marketing decisions and the future direction of the section.	£0	Apr. '08 – Sep. '08	TW	Timescale has fallen behind as a number of audits have been dropped
Service quality questionnaires, issued following each review.	A & B.	Audit customers.	To improve the Internal Audit service.	£0	Apr. '08 – Mar. '09	TW	Timescale has fallen behind as a number of audits have been dropped
<b>E-GOVERNMENT AND CUSTOMER SERVICES</b>							
E-Government and Customer Services survey	A, B & D	Internal customers	To measure customer satisfaction. To highlight areas of service delivery needing improvement.	Within Budget	Sept 08 – Oct 08	DP	Completed
ICT Helpdesk feedback	A & B	Internal customers	To measure customer satisfaction. To highlight areas of the service needing improvement.	Within Budget	June 08 – July 08	DW	Completed

Activity to be undertaken	Category of Consultation (A-E) (See below*)	Who is being consulted?	How will the results be used?	Estimated Cost (£)	Start Date/ Finish Date	Lead Officer	Comment
Mystery shopper exercise	C	External customers	To measure the quality of service delivery in comparison with peer groups.	£800 pa (Within Budget)	May 08 – June 08	RH	Some work undertaken through Customer First Board
CSC feedback cards	A, B, C, D & E	External customers	To measure customer satisfaction. Provides an opportunity for customers to put forward ideas.	Within Budget	Rolling. Cards are handed to customers on a regular basis for their feedback.	RH	Ongoing
CSC customer questionnaires (walk in and telephone customers)	A, B, C, D & E	External customers	To measure customer satisfaction. To monitor performance against previous survey results.	Within Budget	Quarterly	DP/ RH	Ongoing
<b>HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT</b>							
Employee survey	A, B, C, D, E	All employees Trade unions CMT Managers	Shaping future OD strategy, business plans, T&D plan, employer reputation, People Strategy, evidence for IIP.	Internal admin only	April – May 2008	HP	Will take place in September 2008
Generic HR and Health and Safety Policy/ Procedure	A, B, C, D, E	Trade unions CMT Corporate H&S Committee Focus Group (Managers and employees)	To enhance and shape the policies which support and meet customer/business needs.	Internal admin only	On-going as per 3-year plan	DI for Health and Safety	Checked several times per month and used to inform policy as and when required.

Activity to be undertaken	Category of Consultation (A-E) (See below*)	Who is being consulted?	How will the results be used?	Estimated Cost (£)	Start Date/ Finish Date	Lead Officer	Comment
		HSE				HR Advisor for HR	
Shared services/ outsourcing/ restructures proposals	A, B, C D, E	Trade unions CMT Members Focus Groups (County groups)	To advise the responsible steering groups on HR related issues.  Maximise HR joint working.	Internal admin only	Ongoing	JP	Conducted on an ad hoc basis as proposals arise
Budget proposals for annual budget	A, B, C D, E	CMT Members Trade unions Employees	To enable both Cabinet and Full Council to determine what the budget proposals should be, and ultimately what budget is set (i.e. specifically in relation to the proposed deletion/creation of specific posts) following the statutory consultation process associated with proposed redundancies.	Internal admin only	September 08- March 09	JP	The Council has a robust Annual Business Cycle which is followed.
HR department user survey	A, B, C D, E	Internal and external customers of HR&OD service e.g. union reps, CMT, managers	To improve quality and business focus of the activity of HR&OD service.	Internal admin only	April-June 2008	JP	To be completed as part of the Internal Customer Survey
Corporate training plan	A, B, C D, E	CMT	To construct the quarterly training plan and directory.	Internal admin only	Quarterly from June 08	HP	Consulted on through CMT.

Activity to be undertaken	Category of Consultation (A-E) (See below*)	Who is being consulted?	How will the results be used?	Estimated Cost (£)	Start Date/ Finish Date	Lead Officer	Comment
<b>LEGAL, EQUALITIES AND DEMOCRATIC SERVICES</b>							
Annual Equalities and Diversity Consultation	A, B, C, D, E	The community, partners and stakeholders	To shape the Inclusive Equalities agenda and to encourage and support participatory budget bids	Room hire, officer time and catering	October 2008 and February 2009	FS	Conference was held in April 2008 and will now take place every 18 months
Black History Society Meetings	D	The community	To influence the events identified as being appropriate to celebrate Black History Month and to secure the appropriate level of funding	Staff time, room hire and refreshments	Monthly meetings annual event in October	FS	Annual event takes place during Black History Month in October
Equalities and Diversity Forum	A, B, C, D, E	The community partners and stakeholders	To influence how we deliver our services. To influence our internal and external policies and procedures. To ensure that service delivery meets the needs of the community.	Staff time, refreshments	Every 6 weeks	FS	Budget bids developed annually –see Budget Consultation: E&D Forum, above (CCPP).
Parish Council meetings	A, B, D	The community and Parish Councillors	To better engage with the new Local Government Act requirements to increase public participation	Staff time	As and when requested	CF	Delivery of training and provision of expertise to parishes. A parish Council Forum has also now been established (not programmed in 08-09 Business



Activity to be undertaken	Category of Consultation (A-E) (See below*)	Who is being consulted?	How will the results be used?	Estimated Cost (£)	Start Date/ Finish Date	Lead Officer	Comment
Scrutiny Task Groups	A,B	The community, stakeholders and elected members	To influence decisions made by the Cabinet	Staff time	As and when arranged	DM	Work programme determined by the Scrutiny Steering Board. Public involvement secured through task-group consultation and website poll.
<b>PLANNING AND ENVIRONMENT SERVICES</b>							
Comprehensive Housing Market Assessment	A	Sample of households	To inform the development of Planning Policy and investment in affordable housing.	Joint funded – BDC £20,000	June 08 – Sept 08	AC	Completed
Review of Hackney Carriage Fares	B	Owners of Hackney Carriage Vehicles	To set Hackney Carriage Fares	£60	Dec 08 – Jan 09	SS	Not yet commenced
Review of Policies associated with Licensing	B	Licence holders	To shape policy	£100	Sept 08 - Jan 09	SS	Not yet commenced
Planning Surgery Users.	A -E.	Those people attending planning surgery, those people attending front of house and CSC.	To ensure that the surgery facility is as widely available as possible, within the limits of the service provision.	Within existing resources.	May 2008. Oct 2008.	HP/ DB/ SW	Ongoing
Public Speakers at	A – E.	Those individuals	To ensure that public	Within	Oct 2008.	HP/	Completed

Activity to be undertaken	Category of Consultation (A-E) (See below*)	Who is being consulted?	How will the results be used?	Estimated Cost (£)	Start Date/ Finish Date	Lead Officer	Comment
Planning Committee.		speaking at Planning Committee or identifying desire to speak.	speaking is as widely available as possible, within the limits of the service provision.	existing resources.	April 2009.	DB/SW	
Questionnaires issued with all building regulations applicants	A-E	Users of the service	Gauge the efficiency and effectiveness of the building control service to end users	nil	April - Dec 2008	Aw/Dm	Ongoing
Scheme to be extended to include agents who use the building control service	A-E	Users of the service	Ditto but also to assess performance perception against other Authorities	nil	April - Dec 2008	Aw/Dm	Ongoing
Inward Investment service	A B C	Enquirers	Assess service	Minimal (postage)	1/4/08 ongoing	PM	Ongoing
New Business Start-up service	A B C	Participants	Assess service	Minimal (postage)	1/4/08 ongoing	PM	Ongoing
Farmers Market	A B C	Farmers and customers	Assess service	Minimal (postage)	1/4/08 ongoing	PM	Ongoing
Service users and service recipients	A/B	Service users and service recipients	To inform the modus operandi of the service and assess compliance with best practice	No budget	Ongoing throughout 2008/9	EHM	Ongoing
"Scores on the Doors" publication of hygiene inspection scores	A/B	Service users and service recipients	To inform the proposed scores on the doors scheme prior to implementation	Within proposed budget	April – June 2008	CTL	Completed ahead of schedule
Core Strategy Preferred Options	A,B,C,E	General Public, Key Stakeholders, other Local authorities.	The results from the preferred options consultation is a key input to the preparation of the final Submission version of	£ 3000	October 2008 - November 2008 (Statutory)	MD	Core Strategy delayed by other documents have been out

Activity to be undertaken	Category of Consultation (A-E) (See below*)	Who is being consulted?	How will the results be used?	Estimated Cost (£)	Start Date/ Finish Date	Lead Officer	Comment
			the Core Strategy		6 week period)		to consultation
<b>STREET SCENE AND COMMUNITY SERVICES</b>							
Seeking feedback in response to annual delivery of refuse and recycling leaflets	B	All residential properties.	Delivery generates feedback on all aspects of the service which is used to make service improvements	Within existing budgets	October 2008	A Wardell	Consultation on proposals to charge for Green Waste Collection has also taken place, as well as liaison with parish councils to identify litter hotspots (neither programmed in 2008-09 Business Plan)
Consultation with users of Shopmobility	B/C	All current users of service	To develop the service and to support budget bids.	Likely budget bid	September 2008	S Martin	This has now been taken over by the E&D Forum (L, E&D).
Sports Strategy	A, B, C, D&E	County Sports Partnership, School Sports Partnership, Community Sports Network, Equalities forum, Local residents and local Sports	They will be used to review the Sports Strategy for Bromsgrove, generate ideas and shape improvements.	Existing Budget	November 2008	HOS, RC	Not yet undertaken

Activity to be undertaken	Category of Consultation (A-E) (See below*)	Who is being consulted?	How will the results be used?	Estimated Cost (£)	Start Date/ Finish Date	Lead Officer	Comment
PPG17 Review Action Plan	A, B, C, D&E	Clubs. Local Residents, Ward Councillors, Parish Councillors young people and young people's representatives.	To determine if the proposed response to the PPG17 survey is robust and meets resident's requirements.	Existing Budget	November 08	HOS, RH & JB	Consultation on Play Areas across the District
West Mercia Police – Annual Crime & Safety Survey	A, B, C, D&E	Local residents (Bromsgrove Specific)	To establish people perceptions of crime/ASB and the impact it has on there life.	CDRP funded	August to September 08	GR	Developed and currently out to consultation
Consultation in respect of proposed Section 106/Capital projects.	A, B, C, D & E	Local Residents, Ward Councillors, Parish Councillors and young people's representatives. Service users.	To determine the location and type of equipment to be provided.	8,000	April 08 to Oct 08	JB	Working with schools and youth groups to design projects that meet their needs
Annual Users Satisfaction Surveys for Sports Services, Parks & Open Spaces and Lifeline services.	A, B & D		To enhance the level of service provision and gain users feedback on what they would like from the services.	Existing budgets.	April 08 & October 08	DS, RH, RM, RC & JW.	Currently using APSE and questions in Customer Panel Survey 1 – Priorities and Customer Standards / Satisfaction and Customer Panel Survey 2 – Quality of Life (CCPP). May conduct Focus Groups next

Activity to be undertaken	Category of Consultation (A-E) (See below*)	Who is being consulted?	How will the results be used?	Estimated Cost (£)	Start Date/ Finish Date	Lead Officer	Comment
Non user surveys/focus groups Via CCP&P Team	A, B, C&D	Local residents & those who work with in the district.	The results will be used to identify the reasons for not attending sports facilities or sports sessions, in order to increase participation and income generation	Existing budget	April 08	HOS . DS, JH & RM	Undertaken via questions in Customer Panel Survey 1 – Priorities and Customer Standards / Satisfaction and Customer Panel Survey 2 – Quality of Life (CCPP).
Arts & Events	A, B, C&D	Local residents.	To establish what residents feel is required to be provided in the future. To enable officers to produce the next Arts Strategy Nov 2010.	Existing budget	Feb 2009	RH & HM	An Arts Alive Forum will be held on a triennial basis.

\*All consultation is 'categorised' according to the following definitions:

- A Information Gathering
- B Seeking Views
- C Making Choices
- D Generating Ideas
- E Participation/Joint Decision Making

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## BROMSGROVE DISTRICT COUNCIL

### CABINET

5<sup>TH</sup> NOVEMBER 2008

#### LOCAL STRATEGIC PARTNERSHIP SUSTAINABLE COMMUNITY STRATEGY ANNUAL REPORT 2007/08

Responsible Portfolio Holder	Councillor Roger Hollingworth
Responsible Head of Service	Hugh Bennett, Assistant Chief Executive
Non-Key Decision	

#### **1. SUMMARY**

1.1 To present to Cabinet the Sustainable Community Strategy Annual Report 2007/08 and request ratification of the document, which sets out the Partnership's performance against the priorities for that period, namely:

- Fear of Crime
- Environment
- Town Centre redevelopment (including transport: railway station redevelopment and associated issues, and community transport)
- Longbridge regeneration
- Health & Well Being
- Children & Young People
- Older People
- Housing

The report also details performance of the Compact Steering Group and the Communications Theme Group.

#### **2. RECOMMENDATION**

2.1 Cabinet is requested to ratify the report (Attached as Appendix 1) and to note the progress to date against each High Level Action Plan.

#### **3. BACKGROUND**

3.1 Local Strategic Partnerships (LSPs) are an important part of the Government's modernisation agenda, acting as a mechanism for working better together to deliver joined up outcomes. Active support towards the Bromsgrove Partnership and its role supports the Government's explicit aims to enable more people to become involved in the development of priorities for local services.

3.2 The report details performance for the year 2007/08 against the priorities listed in 1.1 above. The LSP has a formal performance

management reporting structure to monitor progress and discuss the future direction and activity of the Bromsgrove Partnership. This is supplemented by bi-monthly reports to the LSP Board.

3.3 Section 3 of the report details performance against each High Level Action Plan. Some of the key highlights are detailed below.

3.3.1 Communities that are Safe and Feel Safe

- 32.3% reduction in crime levels across the District (target being 17.5%).
- 11% reduction in burglary dwelling targets.
- The domestic violence arrest rate was 88%.
- A Hate Crime reporting process was introduced during the year. To the end of March 2008, 15 crimes had been reported and the hate incidents detection rate stood at 70%.

All 10 actions in the Community Improvement Plan were delivered.

3.3.2 A Better Environment for Today and Tomorrow

Performance on this theme was a little more mixed. 37 of 57 actions (65%) were fully delivered.

- The total amount of residual waste sent to landfill was 22,300 tonnes, 300 tonnes less than the previous year.
- 15,864 tonnes were recycled and composted, and 18,729 tonnes sent for disposal. The dry recycling target was exceeded at 22% (target 21.5%).
- Bromsgrove District Council will be aiming to reduce CO<sub>2</sub> by 66,000 tonnes by 2010. The Government is looking for a 8 – 13% reduction in CO<sub>2</sub> by 2010, with a 2% year on year reduction to achieve a 60% reduction by 2050.

The 35% of actions that were not achieved were mainly around the travel plan for Bromsgrove District Council. This action will be progress during 2008/09.

3.3.3 Town Centre Redevelopment

78% of the actions were achieved during year. Achievements include:

- Work commenced on the Area Action Plan.
- Work commenced on recruiting a developer.
- A project manager was appointed (commencing work in April 2008) to ensure appropriate focus.

3.3.4 Longbridge

82% of the planned actions were on target for this long-term project.

- 12 acres of the 30 acre site are occupied and speculative units being built by the landowner.
- The Area Action Plan was submitted to the Secretary of State, which included a proposal for 700+ homes on the East Works site. More than 35% of these homes will be affordable.
- Community facilities are indicated in the Area Action Plan.

3.3.5 Improving Health & Well Being



Overall performance on health actions is good. The main areas of focus during the year have been around physical activity and reducing adult smoking rates. Of the 33 identified actions for physical activity, 87% was on target; for the 14 actions around reducing smoking rates, 71% was achieved.

- The Bromsgrove Extended Community Activity Network (BECAN) has devolved responsibility to deliver the physical activity element of the Health & Well Being Theme Group. Bids were submitted to Sport England for various activities – Best Foot Forward, Keep on Moving, Try New Things and Activity Referral. A 5-hour offer for sport was developed and new joint delivery plans were put in place to commence from April 2008. A successful awards evening was held in February.
- An angling project was developed with funding obtained from the Worcestershire Voluntary Grants Scheme and additional support from the Children's Fund. There is evidence that young people become involved with angling are less likely to become involved in crime and anti-social behaviour. The scheme is due to go live in June 2008 and referrals will be received from West Mercia Police and other partner organisations such as the Multi-Agency Resource Centre on Charford. Evaluation of each module will be carried out and made available.
- A sub-group was convened to progress the smoking agenda, and BDC supports local businesses re the smoking ban (which came into force on 1<sup>st</sup> July 2007) and revised lower age limit for tobacco sales. The group also worked on promotion of the Heart Smart Award, (to be launched initially at the Charford Children's Centre in July 2008) and promoted Heart Smart Awards for the workplace.
- The sub-group promoted National No Smoking Day on 12<sup>th</sup> March 2008, when a fun run and other associated events were held at the Abbey Stadium. Over 100 runners attended, with many having serious chats about quitting and taking away information.

### 3.3.6 Meeting the Needs of Children & Young People

It was agreed during the year that some of the outcomes for the "children enjoying and achieving" priority were inappropriate and unachievable for the LSP, as the outputs were around school performance and attainment and direct involvement was a problem. A key deliverable under the "children contributing and being included" priority details an output around children aged between 8 and 16 volunteering to work with older people gave the same issue. It was therefore agreed by the LSP Board in January 2008 to cease reporting on these key deliverables.

There were 23 actions remaining in the Community Improvement Plan for 2007/08, and these were all on target or completely achieved during the year.

- The number of children and young people (aged 5-16) participating in a minimum of 2 hours' per week PE and school sports over the year was 78%, (the target was 75%), a real achievement. The aim is to reach 85% during 2008/09, and this is already ahead of target. The five-hour offer was planned, to be introduced from September

2008.

- An event was held on 30<sup>th</sup> November 2007 to actively consult with explore the opinions of children and young people aged between 7 and 18. The event identified the focus and topics that the participants cared most about, the challenges and their solutions.

### 3.3.7 Older People

We live in an ageing society, and Bromsgrove's 80+ population is forecast to rise by 123% by 2029, and the Board felt it was important to acknowledge this. The theme group was convened in October 2007, and of the 9 actions planned for year, 88% were achieved/on target, including:

- Mapping of services available for older people in the County and District.
- Linked to other groups and identified opportunities for cross-working or signposting to theme groups/organisations. (Eg, Compact Steering Group, Health & Well Being Theme Group).
- Identified older people to be part of the Older People's Forum. More than 200 people attended the AGM in March 2008.
- Identified events/opportunities to engage with older people.

### 3.3.8 Housing

The Theme Group had 6 planned actions for year, which were all achieved or were on target. Some of the highlights were:

- Completion of a project plan and funding proposals in place for a Housing Demand Study in order to produce a new Housing Strategy. Representations were made about the housing allocations detailed within the Regional Spatial Strategy.
- Ongoing work to ensure that local planning policy fully complements the priority for affordable housing.
- 80 units of affordable housing completed. (Tenure % of affordable housing for BDC is 11%, compared with the average for the West Midlands and England & Wales of 21%, showing a minimum shortfall of 10%).
- Negotiations were progressed and the Area Action Plan submitted to the Secretary of State in March 2008 for more than 35% of the 700 homes planned for the Longbridge site to be affordable housing .

### 3.3.9 Transport

Of the 7 planned actions, 71% were on target. Some of the actions are long term projects (such as redevelopment of the railway station), where BDC nor the LSP not being the lead in the project, so there is an element of having to wait for other organisations. The following were done during the year:

- BDC allocated £25,000 and Worcestershire County Council granted £100,000 towards the feasibility study and initial stages of redevelopment. As at the end of March 2008, funding for the entire project was still being clarified; this should be agreed by June 2008, the submission of the planning application following in July 2008.
- Detailed research into the feasibility of the introduction of a dial-a-ride scheme for the District commenced, and a project group set up to oversee progress. A Project Initiation Document was submitted to

BDC's Corporate Management Team in March 2008 and received approval to progress.

- Responses were submitted to the County Council on the consultation of the Integrated Passenger Transport Strategy.

### 3.3.9 Compact Steering Group

Of the 11 actions planned for year, only 54% were on target. This has been due to a variety of reasons, including developments within the VCS which has prompted actions to be revised. During the year, the steering group has:

- Planned an event to promote greater co-operation and understanding between the VCS and Heads of Service from BDC. The results of the event will allow a comprehensive understanding of the VCS in the context of training and emerging needs.
- Adopted the Worcestershire Volunteering Strategy and Code of Practice (also adopted by the LSP Board).
- BDC has granted space in the Hub to support the presence of the VCS on a timetabled basis. The Bromsgrove & Redditch Network (BARN), (the VCS infrastructure agency) is facilitating the process. This will assist with the provision of help, advice and signposting and will further statutory and VCS co-operation.
- BARN has prepared information about the work of the VCS in the District for the LCD screens at the Hub and approval was given for VCS organisations to display information on BDC noticeboards across the District.
- Planned events for National Volunteers' Week (June).

### 3.3.10 Communications

All 15 planned actions for the year were achieved, including:

- The Glad or Grumpy postcard consultation undertaken during Summer 2007; over 600 responses were received. Feedback was done via a press release and a letter to individual respondents. This was supplemented by the customer panel survey questions on the Sustainable Community Strategy priorities. The campaign was developed by the Group.
- Two Local Neighbourhood Partnerships were piloted and evaluated during the year. A way forward and additional funding was agreed.
- A launch event for the Sustainable Community Strategy was arranged and held for the press on 14<sup>th</sup> November 2007, on the date that the Strategy was approved by Full Council.

## **4. FINANCIAL IMPLICATIONS**

- 4.1 The Council's priorities should cascade from the Sustainable Community Strategy. Capital and revenue budget provision in future years should reflect those priorities. The outcomes in the LAA are also drawn from Sustainable Community Strategies, and the SCS 2007 revision helped to inform the new LAA.

## **5. LEGAL IMPLICATIONS**

- 5.1 Although the LSP is a non-statutory partnership, under the Local

Government Act 2000, the Council is obliged to convene one and develop a Sustainable Community Strategy. The Sustainable Community Strategy for Bromsgrove is the delivery mechanism for the Bromsgrove LSP. The Council remains the accountable body for the Strategy.

**6. COUNCIL OBJECTIVES**

6.1 The Strategy links to all Council objectives.

**7. RISK MANAGEMENT**

7.1 Working in partnership is a key risk which is identified in the Corporate Risk Register. The Council will not be able to deliver its priorities without working in partnership with the LSP.

7.2 Key partner organisations were involved with and kept informed of progress throughout the development of the SCS, thus gaining ‘buy in’. Partners have committed to the Strategy and its Key Deliverable Outcomes, but there may be issues in future of the ability of partners to develop and commit to new outcomes and to deliver on those outcomes.

**8 CUSTOMER IMPLICATIONS**

8.1 Working in partnership delivers joined up outcomes, which is what our customers want. The Strategy will be delivered to partners and stakeholders and will be available on the website.

**9. EQUALITIES AND DIVERSITY IMPLICATIONS**

9.1 An Equalities Impact Assessment has been completed for the Strategy, which will be monitored through the Equalities & Diversity Forum.

**10. VALUE FOR MONEY IMPLICATIONS**

10.1 By formally endorsing the Annual Report of the Strategy, it demonstrates that Bromsgrove District Council is addressing the needs of residents of the district and ensuring that future plans and resources are included in the relevant strategic plans.

**11. OTHER IMPLICATIONS**

Procurement Issues - None
Personnel Issues – None
Governance/Performance Management – The LSP Terms of Reference & Governance was revised in 2007, and the SCS has a performance management framework.
Community Safety including Section 17 of Crime & Disorder Act 1988 –

None
Policy - The Local Government & Public Involvement in Health Act 2007 and the Local Government Work Programme "Making it happen: The Implementation Plan" illustrate that partnerships are central to building on achievements to embed them into lasting reform.
Environmental – None

**12. OTHERS CONSULTED ON THE REPORT**

Portfolio Holder	Yes
Chief Executive	Yes
Executive Director (Partnerships & Projects)	Yes
Executive Director (Services)	Yes
Assistant Chief Executive	Yes
Head of Service	Yes
Head of Financial Services	No
Head of Legal, Equalities & Democratic Services	No
Head of Organisational Development & HR	No
Corporate Procurement Team	No

**13. WARDS AFFECTED**

All Wards.

**14. APPENDICES**

Please list the appendices attached to the report as shown in the example below.

Appendix 1 Bromsgrove Sustainable Community Strategy Annual Report 2007/2008

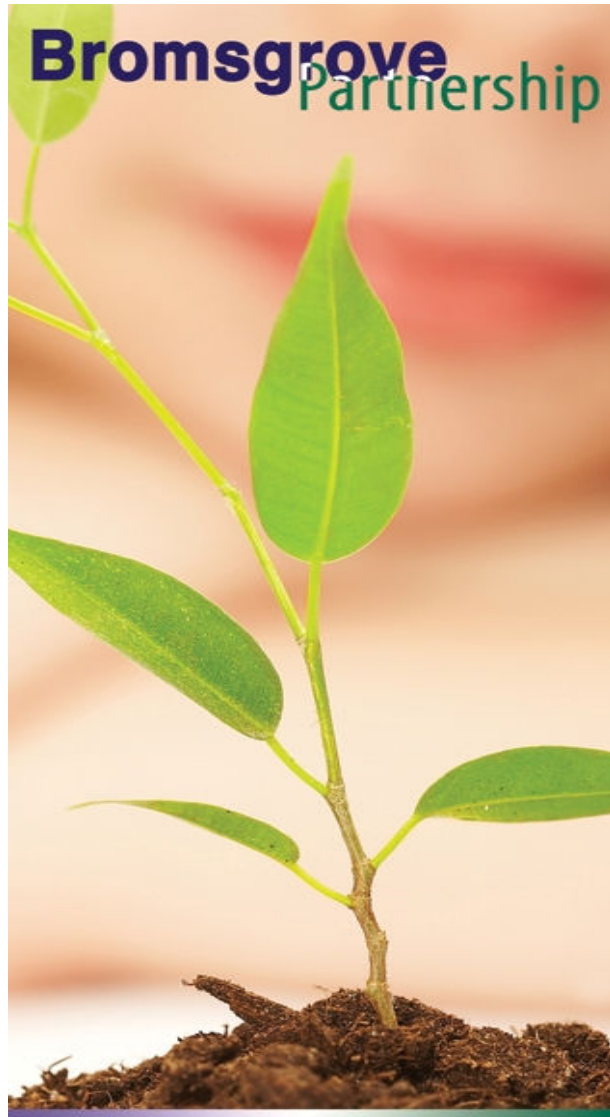
**15. BACKGROUND PAPERS**

No further background papers.

**Contact officer**

Name: Louise Berry, Senior Policy & Performance Officer  
E I.berry@bromsgrove.gov.uk  
Mail:  
Tel: (01527) 881412

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**Bromsgrove**  
Partnership

Your **District**  
Your **Future**

**Bromsgrove Sustainable  
Community Strategy  
ANNUAL REPORT 2007/08**

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## 1. Foreword

Welcome to the second annual report of the Bromsgrove Partnership, covering the period April 2007 to March 2008.

At its awayday in February 2007, the Partnership Board members considered local evidence and national priorities on each of the Local Area Agreement (LAA) blocks, and as a result, the following priorities were determined and subsequently approved by the Board on 1<sup>st</sup> March 2007:

- Fear of Crime
- Environment
- Town Centre redevelopment (including transport: railway station redevelopment and associated issues, and community transport)
- Longbridge regeneration
- Health & Well Being
- Children & Young People
- Older People
- Housing

The agreed priorities fit within, and contribute to, the 6 blocks of the LAA. For further information about the LAA, and the Bromsgrove Partnership's contribution to it, please refer to the Sustainable Community Strategy 2007-2010.

The Board feels that it can really add value in delivering less established priorities and the actions to support them, and therefore selected the following 3 priorities as its particular focus between 2007 and 2010:

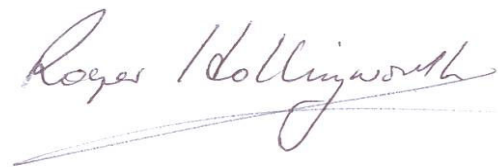
- Bromsgrove town centre redevelopment;
- Longbridge regeneration; and
- Affordable housing.

At the awayday in February 2007, Board members also agreed to revise its performance management and monitoring arrangements, and as a result has developed a robust system underpinned by the Key Performance Indicators and a Community Improvement Plan. You will see in Section 3 of this report the progress made by each of the Theme Groups during the year.

The Partnership continues to grow and develop and we look forward to progressing our community's priorities over the next year, "credit crunch" notwithstanding.

**Mark Weaver**

Mark Weaver, Chairman,  
Bromsgrove Partnership



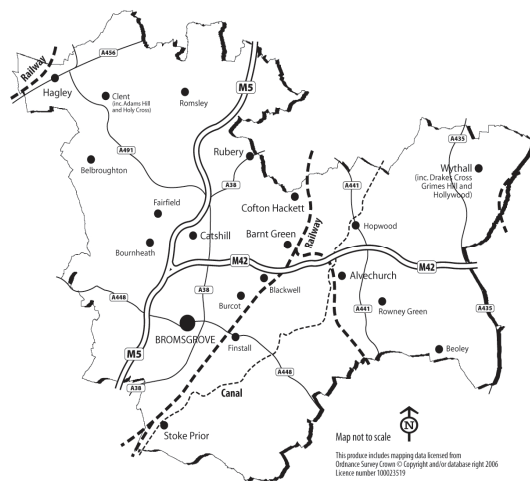
Councillor Roger Hollingworth, Leader  
of Bromsgrove District Council & Vice-  
Chairman of the LSP

## 2. About the District

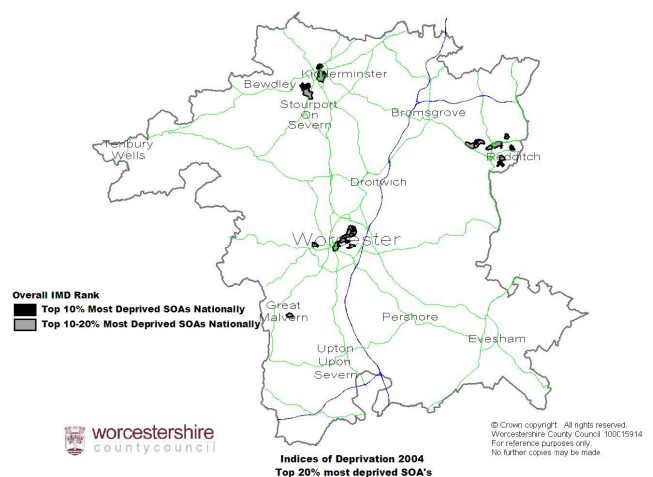
### Geography and Communities

- 2.1 Bromsgrove District is in north Worcestershire, covering a large district area of approximately 83.9 square miles. Whilst only 14 miles from the centre of Birmingham, the Lickey Hills country park provides an important dividing line between the urban west midlands conurbation and the rural landscape of north Worcestershire. Ninety percent of the District is greenbelt, which causes problems for housing policy (see 2.5). Four radial routes pass through the District, each served by railway lines and major roads, including the M5 running north and south, the M42 running east and west, with further links to the M40 and M6.

**Table 1 – Map of Bromsgrove District**



**Table 2 – Map of County Deprivation**



- 2.2 Data suggests that 16,643 people travel into the District for work, with 26,112 (29%) of the population travelling out, a net commute out of 9,469. There are congestion issues along the A38 to the M42 and the railway station does not have capacity to cope with demand. Our main communities are detailed in Table 1. The District has no wards in the top 20% most deprived in England (see Table 2 above).

### Population

- 2.3 The population of the District is approximately 91,600, and has been one of the fastest growing in the county. (2006 figure). This increase is mainly attributable to inward migration as a result of a number of large housing developments, with the District clearly being viewed as an attractive location to live and work in (and commute from). The black and minority ethnic population (BME) is only 3.3%, which is low for the region and nationally. This BME percentage comprises 1% Irish, 0.8% Asian, 0.8% mixed, 0.4% black and 0.3% Chinese. There are 39,000 households in the District. Over 25% of households contain only one older person. An estimated 6,964 households in the District have one or more members in an identified special needs group; this is 19.1% of all households in the District, well above the national average (of these 56.7% have a physical

disability and 37% are frail elderly). The elderly population is predicted to expand as a proportion of the overall District population, with the over 80s population estimated to increase by 123.3% by 2029.

## **Economy**

- 2.4 The economic picture of the District is generally very positive. The mean household income is £36,906, which is the highest in the County (the County average is £32,699). There are three major areas of economic concern within the District: the redevelopment of the Longbridge site and Bromsgrove town centre. In April 2005, parts of Phoenix Venture Holdings (PVH), most significantly MG Rover and PowerTrain entered administration, resulting in the closure of the Longbridge car plant. These parts of the Group employed around 5,850 people in the West Midlands and an estimated £410m was spent with firms based in the West Midlands as part of the supply chain. Whilst employment levels naturally increased with the closure, the District's unemployment levels have returned to very low levels (1.6% in February 2008). The Town Centre needs a major overhaul to encourage local shopping and compete with neighbouring shopping centres. Bromsgrove station is the third area of concern. The current station facilities are not considered fit for purpose and a feasibility study is currently being carried out on the possible redesign of the station so that it can take bigger trains, more passengers and 300 car parking spaces. This would help "future proof" the station against any changes to transport charges that may affect Birmingham city centre. Whilst the economic picture has been positive, the impact of the "credit crunch" is a risk to future regeneration plans in the District, in particular, the town centre, train station, Longbridge and affordable housing.

## **Housing**

- 2.5 One of the biggest issues facing the District is affordable housing: 83.4% of households are owner occupied, the 11<sup>th</sup> highest figure in England and Wales and house prices have risen faster than the national average with the average house price being £241,000, and the cheapest housing being just under £100,000. (This figure will come down as a result of the "credit crunch"). The Council is currently operating a planning moratorium with only affordable housing developments being built. The Housing Strategy has a target of 80 units of affordable housing a year for the next five years. The Council and Bromsgrove District Housing Trust will tackle this issue by ensuring the new developments like the Longbridge site, the town centre and any future housing allocation the District has to take as a result of regional housing policy has an appropriate mix of housing, for example, outright ownership, shared ownership schemes, low cost home ownership and rented accommodation.

Whilst ensuring we provide enough affordable housing, we will also need to take increasing account of the expansion of our older population. Meeting the needs of the rising 85+ population will require a good supply of sheltered, care at hand and extra care housing.

The need to keep our youngsters in our communities and our older people cared for within our communities applies not just to planned big developments (like Longbridge), but also our existing urban and rural communities.

We will also ensure an adequate supply of good quality temporary

accommodation to ensure there is a safety net for those people made homeless through difficult circumstances.

### **Education, Deprivation and Health**

- 2.6 The percentage of the population qualified to NVQ Level 4 is significantly higher than average. 69.7% of students at local authority schools and colleges gained 5 GCSEs with A\* - C results in the District in 2007. (61.6% achieved five or more GCSEs at A\*-C within Worcestershire). The District ranks 299<sup>th</sup> out of 354 councils on the national Index of Multiple Deprivation 2007 (where one is the most deprived), making the District one of the least deprived nationally. Sidemoor is the most deprived area of the District. Only 4,050 households are in receipt of housing or council tax benefits in the District, one of the lowest figures in Worcestershire. As a result, identifying the vulnerable within our communities is more difficult than a district with geographic areas of deprivation.
- 2.7 Generally, the District's population is healthier than the regional average. We are fortunate that the District has high life expectancy rates (78.6 years for males and 81.3 years for females) and the majority of people are healthy; however, for those in need of care, the Health Service will continue to provide for them. The Bromsgrove Partnership will focus on a preventative agenda, in particular, reducing smoking and increasing physical exercise and mental activities for our older population, so that people stay healthy for longer.

### **Crime and Fear of Crime**

- 2.8 There has been a 37% reduction in headline comparator crime in the District since 2003/2004; however, our customers' top priority is reducing the fear of crime. This, together with the Partners and Communities Together (PACT) community meetings, has had a very positive impact on fear of crime in the District: 97% of residents feel safe during daytime and 70% after dark. Low-level crimes like: anti-social behaviour, litter, rubbish, "young people hanging around", vandalism and criminal damage remain an issue.

### **Environment and Climate Change**

- 2.9 We want to ensure the Council and its partners take account of the serious issues we face on climate change. Each organisation will need to ensure it is doing its part through cutting energy consumption and increasing recycling. 90% of the District is green belt and we have some beautiful country side in the District; however, an increasing number of species are under threat, so the County and District Council who have specific responsibilities in this regard, need to work together to protect local habitats and maintain biodiversity.

There are targets in the Local Area Agreement 2008-2011 which will be difficult to achieve; NI186 is concerned with reduction of CO<sub>2</sub> emissions and NI 187, which is about tackling fuel poverty – people receiving income based benefits living in homes with a low energy rating. The revised Sustainable Community Strategy 2008-2011 will start to address these issues.

Bromsgrove District Council is also in the special position of protecting the green belt south of Birmingham and stopping the urban sprawl. The rural areas will need to be protected from development and traditional country life maintained. The LSP wants the District's villages to have been developed in line with their local communities' wishes. The more urban areas on the fringe of the District will also need to be protected from encroachment by Birmingham unless the communities themselves wish to be part of the city region. Balancing those wishes with the need for affordable housing and potential shifts in regional housing policy regarding housing allocation is likely to be a key area of focus for the LSP Board over the next few years.

### **3. LSP Performance in 2007/08**

3.1 The Local Area Agreement (LAA) has 6 elements:

- a) Communities that are safe and feel safe
- b) A better environment for today and tomorrow
- c) Economic success that is shared by all
- d) Improving health and well being
- e) Meeting the needs of children and young people
- f) Stronger communities

As shown in Appendix 1, the Bromsgrove Partnership has structured itself to contribute towards these elements, as well as the things that are important locally. Detailed below are the outcomes for each of the Theme or Project Groups. Attached as Appendix 2 is the Sustainable Community Strategy Key Performance Indicators April 2007 - March 2008. This document details the High Level Action Plans for each Theme Group.

### 3.2 COMMUNITIES THAT ARE SAFE AND FEEL SAFE

LAA priorities:

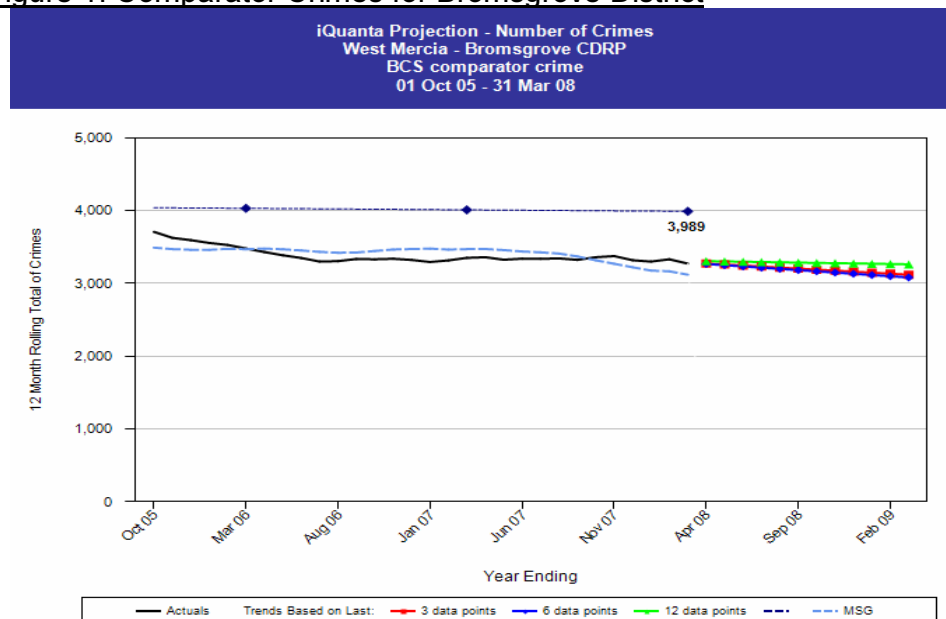
- \* Reduce crime
- \* Reassure the public reducing fear of crime
- \* Reduce the harm caused by illegal drugs
- \* Build respect in communities and reduce anti-social behaviour

Performance against this target has been excellent, with all 10 actions in the Community Improvement Plan being delivered during the year.

Achievements include:

- \* The last three years has seen a 37% reduction in crime levels across District (target was 17.5%).
- \* 11% reduction in burglary dwelling targets.
- \* Vehicle crime reduction equalled 319 offences, equating to 29%.
- \* In 2006/07 there were 6239 reported incidences of anti-social behaviour (ASB) in key areas. During 2007/08, ASB reduced by 2.2%, well ahead of the 2009/10 target.
- \* Violent crimes were 21 crimes under target, and a new Violent Crime Strategy was introduced in March 2008.
- \* The domestic violence arrest rate was 88%.
- \* A Hate Crime reporting process was introduced during the year. To end of March 2008, 15 hate crimes were reported and the hate incidents detection rate stood at 70%.
- \* West Mercia Police presented at the Town Hall meeting, undertook face to face surveys and reviewed its consultation processes; as a result, a more effective way of engaging with communities was developed which can be fed into the Partners & Communities Together (PACT) process. The Council is very unusual in the level of support it provides to the PACT meetings, compared to the rest of the County and nationally.

Figure 1: Comparator Crimes for Bromsgrove District



West Mercia Police has introduced the use of SmartWater, a colourless liquid solution that is simply dabbed onto the uneven surfaces of your valuables. It can be used to code all sorts of items such as jewellery, ornaments, electrical items and even your motor vehicle. Each bottle contains a unique chemical 'code' which is registered to you – conclusively proving ownership. It cannot be easily seen by the naked eye and is almost impossible to remove. The liquid glows under ultraviolet light making it easy for the Police to detect.

Figure 2: Example of SmartWater on Skin



A SmartWater Strategy<sup>TM</sup> has been specially developed to create fear in the mind of the criminal whilst allowing the police to engage with the local community, and in particular with those most vulnerable. New and highly innovative methods are being introduced all the time to react to crime trends and to the needs of Police, Crime & Disorder Reduction Partnerships (CDRPs) and Local Authorities.

SmartWater offers an infrastructure of support to the Police and their partners and comes with a proven track record as a sustainable deterrent of crimes such as burglary, robbery, theft from motor vehicles, hate crimes and domestic violence.

### 3.3 A BETTER ENVIRONMENT FOR TODAY AND TOMORROW

LAA priorities:

- \* To reduce waste and increase recycling
- \* To have cleaner, greener and safer public spaces
- \* To protect and improve Worcestershire's natural environment/biodiversity

Performance on this theme was a little more mixed. We fully delivered 37 (65%) of the 57 actions. Highlights included:

- \* The total amount of residual waste sent to landfill was 22,300 tonnes, 300 tonnes less than the previous year.
- \* 15,864 tonnes was recycled and composted, and 18,729 tonnes were sent for disposal. The dry recycling target was exceeded at 22% (target: 21.5%).
- \* Bromsgrove District Council (BDC) is on target to achieve a 30% improvement. The Government is looking for an 8 – 13% reduction in CO<sub>2</sub> by 2010, with a 2% year on year reduction to achieve a 60% reduction by 2050. Bromsgrove District will be aiming to reduce CO<sub>2</sub> by 66,000 tonnes by 2010.
- \* There was a reduction in levels of graffiti.

Figure 3: How global warming can affect us



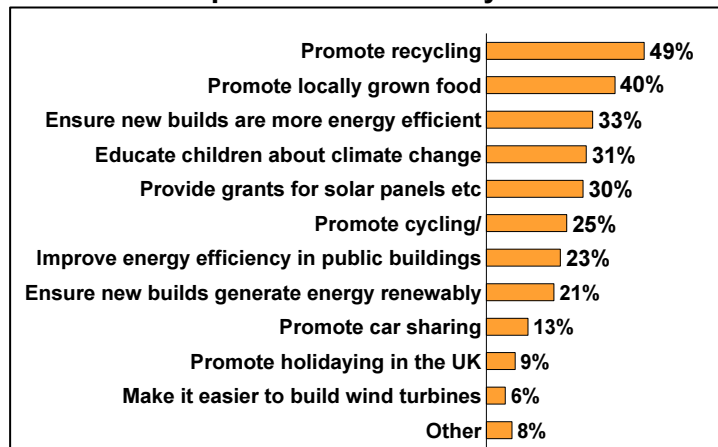
The Quality of Life Survey published in April 2008 asked residents about areas the Council and its partners could concentrate on to help reduce the impact that the area has on climate change. The graph below details what residents said:

Figure 4:



Figure 4: Graph from Quality of Life Survey

**What should organisations concentrate on to reduce the impact the community has on**



**Base: All respondents (677)**

The revision of the SCS for 2008-2011 has a tighter focus around climate change. Recycling remains important, but the target has more emphasis on the new National Indicator NI193, municipal waste land filled. The Council has set up a Climate Change Working Party and also has close links to the Worcestershire Partnership Theme Group, and these issues will remain high on the LSP agenda. The Better Environment Theme Group also has an output of ensuring that all new developments incorporate sustainable drainage systems and development of a renewable energy policy for new development to ensure that new builds are more energy efficient.

The 20 (35%) actions that were not achieved were mainly around the development of a travel plan for Bromsgrove District Council and decisions required by Bromsgrove District Council about how to progress the issue within the Council's structure. It was therefore agreed to progress this action during 2008/09.

**3.4 ECONOMIC SUCCESS THAT IS SHARED BY ALL**

LAA priorities:

- \* To develop a vibrant and sustainable economy
- \* To develop the economic infrastructure
- \* To improve the skills base of the local population
- To ensure access to economic benefits

The Town Centre redevelopment and Longbridge regeneration have been identified as the major priorities for the LSP to concentrate on under the heading of Economic Success.

**3.5 TOWN CENTRE REDEVELOPMENT**

Bromsgrove town centre redevelopment is a long term project for the Council and the Partnership. There were 9 actions identified for the year, of which 7 (78%) were achieved. Achievements during the year include:

- \* Work commenced on the Area Action Plan.
- \* Work commenced on recruiting a developer.
- \* A Project Manager was appointed (to commence work in April 2008) to ensure that the project is focused and does not lose impetus.

A large-scale consultation exercise was undertaken in 2008 on the Issues and Options. The Quality of Life Survey (April 2008) asked respondents to choose three improvements from a list of 14 possible improvements. The results were as follows:

**Figure 5: Town Centre Improvements requested from Quality of Life Survey**

**What improvements would you like to see in Bromsgrove**



**Base: All respondents (655)**

Bromsgrove District Council is very aware of the feedback from residents through various consultation mechanisms, including the Quality of Life survey. The Cabinet is currently considering a package of changes to the car parking regime as part of the 2009-10 budget round. The Council is trying to fast track redevelopment of the town centre with a number of big name stores. Sainsbury's is now coming to the town centre, but the Council has been trying to negotiate with key retailers like Marks & Spencer for the market hall site, which the Council owns. Unfortunately, the credit crunch has had a significant impact on major retailers' plans, and the Council will now go out to tender via the Official Journal of the European Union (OJEU) for the market hall site.

With regard to the other issues in the Quality of Life survey feedback, the Issues & Options paper sets out a range of ideas for tackling improvements desired by our residents.

Figure 6: High Street, Bromsgrove as it currently is



### 3.6 **LONGBRIDGE REGENERATION**

The regeneration of the Longbridge site is another long-term initiative and will take some years to come to fruition; however, of the 17 actions planned for the year, 82% were on target. These include:

- \* 12 acres of the site (30 acres in total) are now occupied and speculative units being built by the landowner.
- \* The Area Action Plan (AAP) was submitted to the Secretary of State in March 2008, which included a proposal for 700+ homes on the East Works site. More than 35% of the homes will be affordable.
- \* Community facilities are indicated in the AAP.

Figure 7: An artist's impression of the regenerated Longbridge site



### 3.7 **IMPROVING HEALTH AND WELL BEING**

LAA priorities:

- \* Reduce health inequalities
- \* To increase life expectancy and reduce morbidity of adults
- \* To improve the quality of life of older people with a limiting long term illness.

Overall performance on health actions is good. The main areas of focus during the year have been around physical activity and reducing adult smoking rates. Of the 33 identified actions for physical activity, 87% were on target; for the 14 actions around reducing smoking rates, 71% were achieved. Some of the highlights were:

- \* The Bromsgrove Extended Community Activity Network (BECAN) has devolved responsibility to deliver the physical activity element of the Health & Well Being Theme Group. BECAN became well established during 2007/08, and mapping/audit of sport and physical activities was undertaken. Bids were submitted to Sport England for various activities – Best Foot Forward, Keep on Moving, Try New Things and Activity Referral. A 5-hour offer for sport was developed and new joint delivery plans were put in place to commence from April 2008. A successful awards evening was held in February.
- \* An angling project was developed with funding obtained from the Worcestershire Voluntary Grants Scheme and additional support from the Children's Fund. There is evidence that young people become involved with angling are less likely to become involved in crime and anti-social behaviour. The scheme is due to go live in June 2008 and referrals will be received from West Mercia Police and other partner organisations such as the Multi-Agency Resource Centre on Charford. Evaluation of each module will be carried out and made available.
- \* A sub-group was convened to progress the smoking agenda, and Bromsgrove District Council supports local businesses for the smoking ban (which came into force on 1<sup>st</sup> July 2007) and revised lower age limit for tobacco sales. The group also worked on promotion of the Heart Smart Award, (to be launched initially at the Charford Children's Centre in July 2008) and promoted Heart Smart Awards for the workplace.
- \* The sub-group promoted National No Smoking Day on 12<sup>th</sup> March 2008, when a fun run and other associated events were held at the Abbey Stadium. Over 100 runners attended, with many having serious chats about quitting and taking away information.
- \* Work is being done with NEW College and high schools to identify 'young champions' to develop support groups for young people who want to quit smoking.
- \* Local smoking data and synthetic estimates have been mapped. Charford and Sidemoor have been identified as hotspots and currently have no accessible quit clinic. An action plan will be developed during 2008/09.

Figure 8: Promotional material available at the No Smoking Day event held on 12<sup>th</sup> March 2008



### **3.8 MEETING THE NEEDS OF CHILDREN AND YOUNG PEOPLE**

LAA priorities:

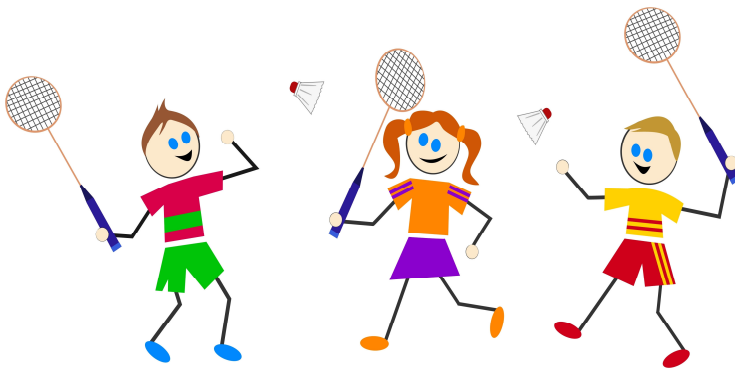
- \* To improve access to and take up of integrated local preventative services
- \* To develop inclusive communities by increasing the level of educational attainments
- \* To increase participation in education and training
- \* To improve the life chances of vulnerable children and young people
- \* To enrich the experiences and development of children and young people through activity and positive contribution

It was agreed during the year that some of the outcomes for the “children enjoying and achieving” priority were inappropriate and unachievable for the LSP, as the outputs were around school performance and attainment and direct involvement was a problem. A key deliverable under the “children contributing and being included” priority details an output around children aged between 8 and 16 volunteering to work with older people gave the same issue. It was therefore agreed by the LSP Board in January 2008 to cease reporting on these key deliverables. Educational attainment and related achievements will be reported at the County LSP level.

There were 23 actions remaining in the Community Improvement Plan for 2007/08, and these were all on target or completely achieved during the year.

Some of the highlights of the year were:

- \* The number of children and young people (aged 5-16) participating in a minimum of 2 hours' per week PE and school sports over the year was 78%, (the target was 75%), a real achievement. The aim is to reach 85% during 2008/09, and this is already ahead of target.
- \* The five-hour offer was planned, and will be introduced from September 2008.
- \* An event was held on 30<sup>th</sup> November 2007 to actively consult with explore the opinions of children and young people aged between 7 and 18. The event identified the focus and topics that the participants cared most about, the challenges and their solutions.



### 3.9 **STRONGER COMMUNITIES**

LAA priorities:

- \* Empower local people to have a greater choice and influence over local decision making and a greater role in public service delivery.
- \* To reduce income deprivation including child and pensioner poverty.
- \* To improve passenger transport, leading to improved accessibility and an increase in passenger numbers.
- \* To increase opportunities for recreation, leisure and culture for all.

Older people and housing have been identified as the major priorities for the LSP to concentrate on under the Stronger Communities block, and a theme group was also started during the year to look at issues around transport.

### 3.10 **OLDER PEOPLE**

We live in an ageing society, and Bromsgrove's 85+ population is forecast to rise by 123% by 2029 and the Board felt it was important to acknowledge this. The theme group was convened in October 2007, and of the 9 actions planned for year, 88% were achieved/on target, including:

- \* Mapping of services available for older people in the County and District.
- \* Linked to other groups and identified opportunities for cross-

working or signposting to theme groups/organisations. (e.g. Compact Steering Group, Health & Well Being Theme Group).

- \* Identified older people to be part of the Older People's Forum. More than 200 people attended the AGM in March 2008.
- \* Identified events/opportunities to engage with older people.



### 3.11 **HOUSING**

As discussed on page 5, there is an imbalanced housing market in the District. It is very difficult for young people and families to move into the District and appropriate housing is also required for our older residents.

The Theme Group had 6 planned actions for year, which were all achieved or were on target. Some of the highlights were:

- \* Completion of a project plan and funding proposals in place for a Housing Demand Study in order to produce a new Housing Strategy. Representations were made about the housing allocations detailed within the Regional Spatial Strategy.
- \* Ongoing work to ensure that local planning policy fully complements the priority for affordable housing.
- \* 80 units of affordable housing completed. (Tenure % of affordable housing for BDC is 11%, compared with the average for the West Midlands and England & Wales of 21%, showing a minimum shortfall of 10%).
- \* Negotiations were progressed and the Area Action Plan submitted to the Secretary of State in March 2008 for more than 35% of the 700 homes planned for the Longbridge site to be affordable housing .

Figure 9: Construction of affordable homes on Austin, Road, Charford



### 3.12 **TRANSPORT**

Of the 7 planned actions, 71% were on target. Some of the actions are long term projects (such as redevelopment of the railway station), where the LSP's influence is limited, so there is an element of having to wait for other organisations. The following were done during the year:

- \* BDC allocated £25,000 and Worcestershire County Council granted £100,000 towards the feasibility study and initial stages of redevelopment. As at the end of March 2008, funding for the entire project was still being clarified; this should be agreed by June 2008, the submission of the planning application following in July 2008. (There is currently still a £6.7 million funding gap as at October 2008).
- \* Detailed research into the feasibility of the introduction of a dial-a-ride scheme for the District commenced, and a project group set up to oversee progress. A Project Initiation Document was submitted to BDC's Corporate Management Team in March 2008 and received approval to progress.
- \* Responses were submitted to the County Council on the consultation of the Integrated Passenger Transport Strategy.



Figure 10: Bromsgrove Train Station



### 3.13 **OTHER THEME GROUPS**

The Bromsgrove Partnership also has local priorities as stated earlier in the report and has groups to support the local Compact and communications. Updates on progress are given below.

### 3.14 **COMPACT STEERING GROUP**

A compact is an agreement of how the statutory and voluntary community sectors (VCS) will work together and build understanding of each others' sectors. BDC signed up to the County Compact in 2006, but it was felt important to do something locally, so a local Compact was developed and Launched in November 2006. A steering group was convened to progress this strand of work.

Of the 11 actions planned for year, only 54% were on target. This has been due to a variety of reasons, including developments within the VCS which has prompted actions to be revised. During the year, the steering group has:

- \* planned an event to promote greater co-operation and understanding between the VCS and senior managers from BDC. The results of the event will allow a comprehensive understanding of the VCS in the context of training and emerging needs.
- \* Adopted the Worcestershire Volunteering Strategy and Code of Practice (also adopted by the LSP Board).
- \* Bromsgrove District Council has granted space in the Hub to support the presence of the VCS on a timetabled basis. The Bromsgrove & Redditch Network (BARN), (the VCS infrastructure agency) is facilitating the process. This will assist with the provision of help, advice and signposting and will further statutory and VCS co-operation.

- \* BARN has prepared information about the work of the VCS in the District for the LCD screens at the Hub and approval was given for VCS organisations to display information on BDC noticeboards across the District.
- \* Planned events for National Volunteers' Week (June).

Figure 11: Celebrating National Volunteers' Week



### 3.15 COMMUNICATIONS

It was agreed to have a Communications Theme Group in order to progress partnership communications and issues. All 15 planned actions for the year were achieved, including:

- \* The Glad or Grumpy postcard consultation undertaken during Summer 2007; over 600 responses were received. Feedback was done via a press release and a letter to individual respondents. This was supplemented by the customer panel survey questions on the Sustainable Community Strategy priorities. The campaign was developed by the Group.
- \* Two Local Neighbourhood Partnerships were piloted and evaluated during the year. A way forward and additional funding was agreed.
- \* A launch event for the Sustainable Community Strategy was arranged and held for the press on 14<sup>th</sup> November 2007, on the date that the Strategy was approved by Full Council.

Figure 12: "Glad or Grumpy" postcard

# Glad or Grumpy?



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



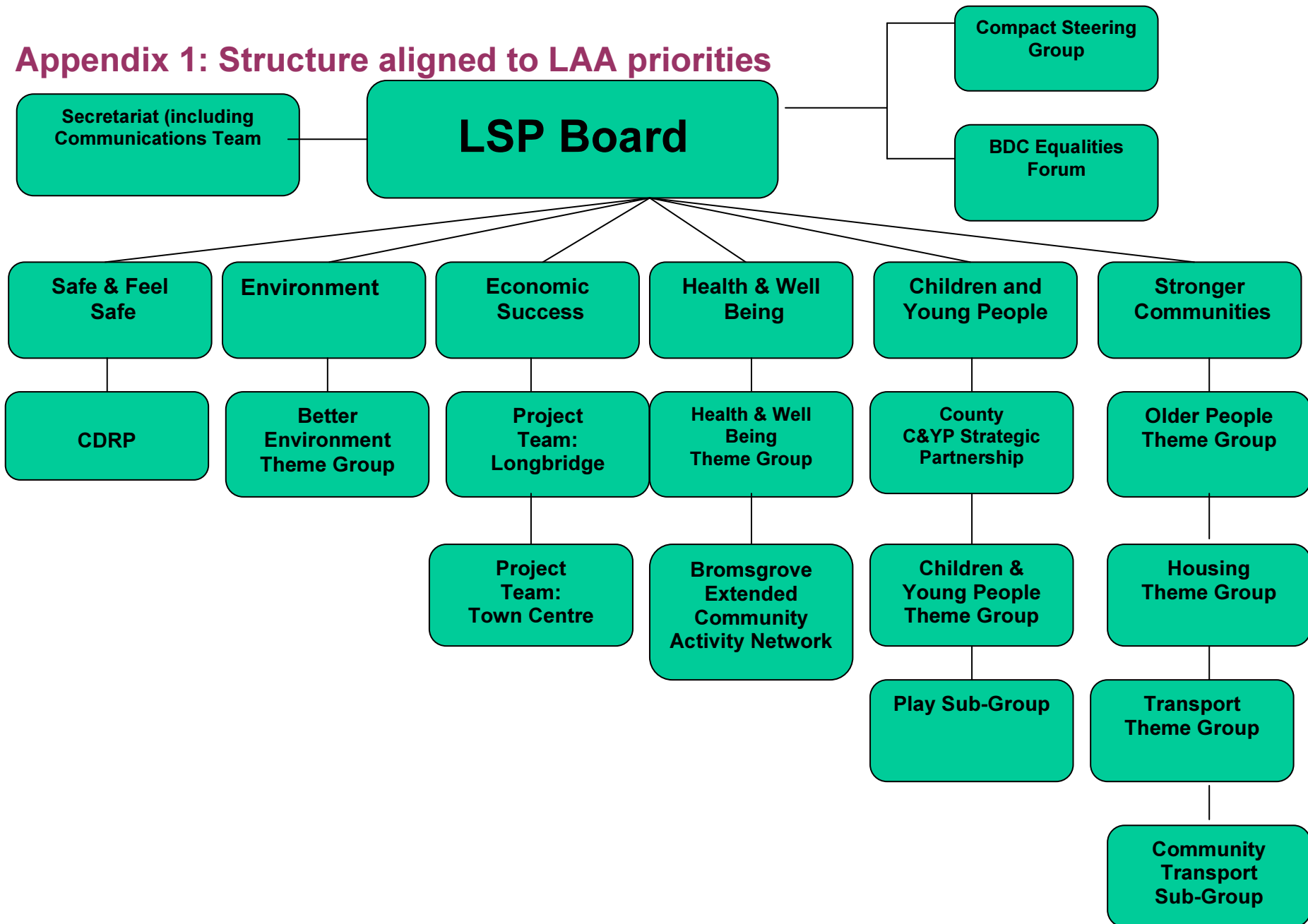
## 4. What next for the Bromsgrove Partnership?

- 4.1 In 2008/09, a new Local Area Agreement will be negotiated by the Worcestershire Partnership. As a result of the new LAA targets, the Bromsgrove Partnership will be reviewing and refreshing the High Level Action Plans and Community Improvement Plan which form the performance management framework to ensure that the Bromsgrove Partnership makes as full a contribution as possible. The Sustainable Community Strategy will also be refreshed to address the new LAA.
- 4.2 Some funding will be available from various sources to assist with the work that is ongoing in the theme groups, which ultimately contribute to the LAA targets. This includes funding from Bromsgrove District Council, Worcestershire Primary Care Trust and Bromsgrove District Housing Trust. Bids will also be made for other sources of funding where appropriate.
- 4.3 A three-year service level agreement will be made to the Bromsgrove & Redditch Network (BARN) to ensure that the voluntary and community sector continues to have a strategic voice in the LSP arena in the District.
- 4.4 The LSP will exercise its leadership and governing role by continuing to identify and articulate the needs and aspirations of local communities. It will use its understanding to ensure information, consultation and involvement opportunities are provided on the right issues, targeted at the right people, and accessible to those the Partnership is trying to reach.

## 5. Glossary

AAP	Area Action Plan
BARN	Bromsgrove & Redditch Network
BDC	Bromsgrove District Council
BECAN	Bromsgrove Extended Community Activity Network
BV	Best Value
HECA	Home Energy Conservation Act
LSP	Local Strategic Partnership
VCS	Voluntary & Community Sector
WCC	Worcestershire County Council

## Appendix 1: Structure aligned to LAA priorities



**SUSTAINABLE COMMUNITY STRATEGY 2007-2010  
KEY PERFORMANCE INDICATORS  
MARCH 2008 UPDATE**

This document is to be used for progress reporting and assessment of status using the Local Area Agreement designations based upon examination of current performance/activity, potential for improvement and risk by the Lead Partner using the following criteria:

<b>Above Target</b>	Indicates good performance, ahead of the expected position – <b>GREEN</b>
<b>On Target</b>	Indicates performance at the expected position – <b>GREEN</b>
<b>Borderline</b>	Indicates performance which is marginally below the expected position – <b>AMBER</b>
<b>Below Target</b>	Indicates poor performance, significantly below the expected position. The Partnership should consider remedial action that may be required – <b>RED</b>
<b>No data provided</b>	Indicates there is no updated performance data since the submission of the last report - <b>BLUE</b>
<b>No Status</b>	Indicates that the outcome/indicator is in a subsequent year or the predicted start date has not arrived - <b>CLEAR</b>

**COMMUNITIES THAT ARE SAFE AND FEEL SAFE HIGH LEVEL ACTION PLAN**  
**THEME CHAIR: TONY LOVE**

**PRIORITY: TO REDUCE FEAR OF CRIME**

Page 212

Key Deliverable (Outcomes)	Baseline	Outputs	How do we know we are getting there?	Completion Date	Resource	Lead Partner	LAA Link	Progress to Date March 2008	Status
People's perception of crime matches reality	52% of people surveyed expressed a fear of crime*  (*2006 fear of crime survey)	1% reduction in surveyed fear of crime each year*  (* NB – new indicator being developed in LAA refresh)	Survey result, PACT priorities eg local policing and local reassurance, face to face surveys, campaign via GNN in place publicised with CDRPs	End April 2008 (repeat annually)	CDRP – All partners	Police	A1c	Force-wide survey concluded and results added to the SCS and used at the press launch. In addition, a young people's school based survey has been undertaken and analysis of data is under way. A CDRP action plan has been agreed to address the areas of concern identified in the content of the survey.	
Reduction in anti-social behaviour in key areas*	6239 reported incidents of ASB in 2006/07 in	2% Reduction on 06/07 figures by 09/10* (from 6239 to 6114)	CDRP activity to tackle ASB. ASB letters delivered Local policing	End April 2010	ASB Co-ordinator (police) CDRP partners	Police	A2a A2b A2c	ASB has been reduced by 2.2% during the past year. There have been some	



**COMMUNITIES THAT ARE SAFE AND FEEL SAFE HIGH LEVEL ACTION PLAN**  
**THEME CHAIR: TONY LOVE**

***PRIORITY: TO REDUCE FEAR OF CRIME***

<b>Key Deliverable (Outcomes)</b>	<b>Baseline</b>	<b>Outputs</b>	<b>How do we know we are getting there?</b>	<b>Completion Date</b>	<b>Resource</b>	<b>Lead Partner</b>	<b>LAA Link</b>	<b>Progress to Date March 2008</b>	<b>Status</b>
*(Defined via use of dedicated CDRP Analyst to highlight and prioritise those areas).	key areas	(*NB new indicator being developed in LAA refresh)	activity through PACT publicity Monthly stats for Bromsgrove District confirming levels of reported ASB by Ward		LAA funding if required			significant successes and only in three months were the ASB reports higher than in the previous year. (NB: Easter was in March this year as were the school holidays, which in effect gave us two difficult months in one year).	

**COMMUNITIES THAT ARE SAFE AND FEEL SAFE HIGH LEVEL ACTION PLAN**  
**THEME CHAIR: TONY LOVE**

***PRIORITY: TO REDUCE FEAR OF CRIME***

<b>Key Deliverable (Outcomes)</b>	<b>Baseline</b>	<b>Outputs</b>	<b>How do we know we are getting there?</b>	<b>Completion Date</b>	<b>Resource</b>	<b>Lead Partner</b>	<b>LAA Link</b>	<b>Progress to Date March 2008</b>	<b>Status</b>
Improved safety through reduced recorded crime	WMC targets to be set April 2007  No reported racial incidents to Local Authority in 2005/2006	1) % crime reduction -Reduce re offending -Increase % of arrests for domestic violence.	CDRP tasking activity POPO strategy for re-offending	End April 2008 (repeat annually)	ASB Co-ordinator (police) partners LAA funding for specific schemes If required	Police	A1a A1b	All crimes, vehicle crime and burglary dwellings are all below target. Violent crime now 21 crimes under target. A new Violent Crime Strategy was introduced on 10 <sup>th</sup> March 2008. Further strategies will be implemented for burglary dwelling and ASB/Damage from 1 <sup>st</sup> April 2008.  Domestic violence arrest rate is 88%.	

**COMMUNITIES THAT ARE SAFE AND FEEL SAFE HIGH LEVEL ACTION PLAN**  
**THEME CHAIR: TONY LOVE**

***PRIORITY: TO REDUCE FEAR OF CRIME***

<b>Key Deliverable (Outcomes)</b>	<b>Baseline</b>	<b>Outputs</b>	<b>How do we know we are getting there?</b>	<b>Completion Date</b>	<b>Resource</b>	<b>Lead Partner</b>	<b>LAA Link</b>	<b>Progress to Date March 2008</b>	<b>Status</b>
		2) 5% Increase in number of Racial incidents recorded by LA	Increased publicity/ partnership working and reporting centres	Each year to coincide with BVPI reporting	BDC	BDC	A1d	15 hate crimes reported via new system to date. Hate incidents detection rate is 70%. BHIP staffing issues addressed by multi-agency funding.	
		3) Action taken in 100% of racial incident cases recorded by the LA		April 2010				All packages actioned.	

**BETTER ENVIRONMENT HIGH LEVEL ACTION PLAN**  
**THEME CHAIR: RACHEL JONES**

***PRIORITY: To reduce greenhouse gas emissions and adapt to impacts of climate change***

<b>Key Deliverable (Outcomes)</b>	<b>Baseline</b>	<b>Outputs</b>	<b>How do we know we are getting there?</b>	<b>Completion Date</b>	<b>Resource</b>	<b>Lead Partner</b>	<b>LAA Link</b>	<b>Progress to Date March 2008</b>	<b>Status</b>
Sustainable Energy Action Plan for District	HECA baseline for 05/06 is 22.68% Baseline CO2 data needs to be established for district	Reduction in CO2 and improvement in Energy Efficiency	Action plan developed HECA Targets 2% increase year on year CO2 figures DTI will release figures annually	Action Plan Completed by September 07 2010 a 30% improvement in EE required	WEEAC & BDC	WEEAC	N/A	BDC on target to achieve 30% improvement. New NI's have been developed and will become targets under the LAA. These presently include NI 186 and NI 188. Targets will need to be negotiated by districts. DEFRA looking for a CO2 reduction of 8-13% by 2010 (2005 baseline). Initial targets for CO2 reduction are being negotiated with GOWM. We are looking at a 2% year on year reduction to	

**BETTER ENVIRONMENT HIGH LEVEL ACTION PLAN**  
**THEME CHAIR: RACHEL JONES**

**PRIORITY: To reduce greenhouse gas emissions and adapt to impacts of climate change**

Key Deliverable (Outcomes)	Baseline	Outputs	How do we know we are getting there?	Completion Date	Resource	Lead Partner	LAA Link	Progress to Date March 2008	Status
								achieve the 60% reduction by 2050. Bromsgrove District will be looking to reduce CO2 emissions by 66,000 tonnes by 2010.	
Travel Plan for BDC (council only)	2005 baseline data. 87% travel in own car. 4% car share. This baseline needs to be reviewed	Travel Plan Reviewed	Ratified by Councillors	February 2008	Initial report EST funded, HECA funded by BDC	BDC & WEEAC	B2a B2b B2c	The travel plan will not be achieved in the current financial year and it will be taken forward to the action plan 2008/09. A document on the implementation is being drafted for the BDC.	
		Reduction in private car usage	Number of staff car sharing. Increase by 10%	March 2009	BDC	BDC support from WCC	B2c	No action at this time.	

**BETTER ENVIRONMENT HIGH LEVEL ACTION PLAN**  
**THEME CHAIR: RACHEL JONES**

***PRIORITY: To reduce greenhouse gas emissions and adapt to impacts of climate change***

<b>Key Deliverable (Outcomes)</b>	<b>Baseline</b>	<b>Outputs</b>	<b>How do we know we are getting there?</b>	<b>Completion Date</b>	<b>Resource</b>	<b>Lead Partner</b>	<b>LAA Link</b>	<b>Progress to Date March 2008</b>	<b>Status</b>
Travel Plan for Bromsgrove District	Figures for district need to be established	Sign up by external organisations.	Numbers signed up to Plan. 5% annual increase	March 2008 for Travel Plan	BDC	BDC & WCC	F5 B2	This has been delayed and will form part of the action plan for 2009/10 to assist in the delivery of NI 186.	
		Reduction on private car usage	Baseline data established.	March 2008	BDC & WCC	BDC & WCC	N/A	This has been delayed and will form part of the action plan for 2009/10 to assist in the delivery of NI 186.	

**BETTER ENVIRONMENT HIGH LEVEL ACTION PLAN**  
**THEME CHAIR: RACHEL JONES**

***PRIORITY: Reduce waste, increase recycling and ensure cleaner, greener and safer public spaces***

Key Deliverable (Outcomes)	Baseline	Outputs	How do we know we are getting there?	Completion Date	Resource	Lead Partner	LAA Link	Progress to Date March 2008	Status
Increase in tonnage of waste sent by BDC for recycling and a decrease in tonnage of residual waste sent for disposal	2005/06, 17,004 tonnes sent for recycling – 22,964 tonnes sent for disposal	Increase in BV82a ii & b ii	Improvement in BV82a & b, monitored and reported monthly	Strategy runs until 2034. Figures reported annually	BDC & Waste Performance efficiency grants	BDC	B3	Total amount of residual waste sent to landfill 22,300, which is 300 tonnes less than the previous year.  Dry recycling target was exceeded at 22% (target 21.5%).	
Clean & Safe Streets	2005/06 BV199a (litter) – 26% BV199b (graffiti) – 6% BV199c (fly tipping) – 1% BV199d (fly tipping) – 4%	BV199 a,b,c & d To reduce measured levels of graffiti by 25% or more across those land use types where levels recorded in	Improved performance in BV199 which is monitored 3 times per year and reported annually	The output is a proposed target that will be agreed by all Las mid-2007	BDC	BDC	B1	BV199 (graffiti) currently at 5%.	

**BETTER ENVIRONMENT HIGH LEVEL ACTION PLAN**  
**THEME CHAIR: RACHEL JONES**

***PRIORITY: Reduce waste, increase recycling and ensure cleaner, greener and safer public spaces***

Key Deliverable (Outcomes)	Baseline	Outputs	How do we know we are getting there?	Completion Date	Resource	Lead Partner	LAA Link	Progress to Date March 2008	Status
		2005/6-baseline assessment exceeded 2%, county wide, by 1 <sup>st</sup> April 2008 and improving incrementally thereafter.							

**BETTER ENVIRONMENT HIGH LEVEL ACTION PLAN**  
**THEME CHAIR: RACHEL JONES**

***PRIORITY: Protect and improve natural environment***

Key Deliverable (Outcomes)	Baseline	Outputs	How do we know we are getting there?	Completion Date	Resource	Lead Partner	LAA Link	Progress to Date March 2008	Status
Translation of regional and county level	BAP review under way	Worcestershire BAP revised, to include	Progress on BAP revision and priority	September 2007 for BAP review	WBP Natural England	WBP	B4	BAP should be fully reviewed by May 2008. This date for	



**BETTER ENVIRONMENT HIGH LEVEL ACTION PLAN**  
**THEME CHAIR: RACHEL JONES**

***PRIORITY: Protect and improve natural environment***

Key Deliverable (Outcomes)	Baseline	Outputs	How do we know we are getting there?	Completion Date	Resource	Lead Partner	LAA Link	Progress to Date March 2008	Status
projects (including Landscapes for Living, BAP review and Habitat Inventory) into local action to protect and improve biodiversity		consideration of BDC Biodiversity Action Plan and BDC Water Vole Strategy.	setting		GOWM			completion was revised by the Biodiversity Partnership.	
		Biodiversity priorities for the county and District identified, and BDC actions being worked on.	BARS reporting on LBAP actions	Winter 2007/08 for priority setting exercise	BDC	WBP		Awaiting completion of plans from countywide group. As above re completion date.	
	Habitat Inventory for the District completed	Assessment of current state of biodiversity in the district	Progress on prioritisation of biodiversity work	Winter 07/08 for Habitat Inventory being in use	BDC	WCC		Habitat Inventory is being used by the Planning Dept.	

**BETTER ENVIRONMENT HIGH LEVEL ACTION PLAN**  
**THEME CHAIR: RACHEL JONES**

***PRIORITY: Protect and improve natural environment***

Key Deliverable (Outcomes)	Baseline	Outputs	How do we know we are getting there?	Completion Date	Resource	Lead Partner	LAA Link	Progress to Date March 2008	Status
	but not yet available for use.	completed, using HI.							
		The HI being used to aid planning decision-making.	Number of BAP quality habitats being developed without appropriate mitigation.	Winter 07/08 for Habitat Inventory being in use	BDC	WCC		Habitat Inventory is being used by the Planning Dept.	
	No Local Natures Reserves and no district specific biodiversity projects identified	LNR designation	Work being carried out towards assessing potential for LNRs and development of other projects, using BAP and HI.	End of plan period for LNR designation (March 2010)	BDC	BDC		No action at this time.	

**BROMSGROVE TOWN CENTRE REDEVELOPMENT HIGH LEVEL ACTION PLAN**  
**THEME CHAIR: PHIL STREET**

***PRIORITY: Bromsgrove Town Centre Redevelopment***

<b>Key Deliverable (Outcomes)</b>	<b>Baseline</b>	<b>Outputs</b>	<b>How do we know we are getting there?</b>	<b>Completion Date</b>	<b>Resource</b>	<b>Lead Partner</b>	<b>LAA Link</b>	<b>Progress to Date March 2008</b>	<b>Status</b>
Regeneration of town centre	No baseline	Output measures and targets to be agreed in year 2 once baseline ascertained (relating to retail, housing with affordable housing element, transportation (including railway station redevelopment),	Y1 Consultation with public and partners on preferred options.	31 <sup>st</sup> May 2008	BDC Budget £50K	BDC Head of Planning	C1	Issues and options preparatory work completed and management of consultation being planned.	
			Marketing Plan agreed	31 <sup>st</sup> May 2008	???	Marketing Manager		No action at this time.	
			Y2 Development Partners selected. Project Plan agreed.	31 <sup>st</sup> May 2009	????	????	BDC	No action at this time.	

**BROMSGROVE TOWN CENTRE REDEVELOPMENT HIGH LEVEL ACTION PLAN**  
**THEME CHAIR: PHIL STREET**

***PRIORITY: Bromsgrove Town Centre Redevelopment***

Key Deliverable (Outcomes)	Baseline	Outputs	How do we know we are getting there?	Completion Date	Resource	Lead Partner	LAA Link	Progress to Date March 2008	Status
		public realm dependent on preferred options)	Y3 Area Action Plan submitted to Planning Inspectorate as part of LDF. Land Assembly completed	30 <sup>th</sup> September 2009				No action at this time.	

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**LONGBRIDGE REGENERATION HIGH LEVEL ACTION PLAN**  
**THEME CHAIR: PHIL STREET**

***PRIORITY: Longbridge Regeneration***

Key Deliverable (Outcomes)	Baseline	Outputs	How do we know we are getting there?	Completion Date	Resource	Lead Partner	LAA Link	Progress to Date March 2008	Status
Creation of employment opportunities in	Current jobs?	500 new jobs	Longbridge Area Action Plan adopted	31 <sup>st</sup> March 2008	BDC Budget £50K	BDC	C1 C2 C3	12 acres of site now occupied and speculative	

**LONGBRIDGE REGENERATION HIGH LEVEL ACTION PLAN**  
**THEME CHAIR: PHIL STREET**

***PRIORITY: Longbridge Regeneration***

<b>Key Deliverable (Outcomes)</b>	<b>Baseline</b>	<b>Outputs</b>	<b>How do we know we are getting there?</b>	<b>Completion Date</b>	<b>Resource</b>	<b>Lead Partner</b>	<b>LAA Link</b>	<b>Progress to Date March 2008</b>	<b>Status</b>
Cofton Centre			as part of LDF with employment allocation					units being built by landowner.	
Mixed Housing provision on East Works	Nil	Area Action Plan adopted with allocation of 700 new homes >35% Affordable	LDF timetable met	31 <sup>st</sup> March 2008	BDC LDF Budget £50K	BDC Birm. City Council	F1	AAP submitted to Secretary of State including proposal for 700 house plus on East Works site.	
Community Facilities on East Works	Nil	Area Action Plan adopted with allocation for Community facilities	LDF timetable met.	31 March 2008	BDC budget £50k	BDC	F2/4	Community facilities indicated in AAP.	

**HEALTH & WELL BEING HIGH LEVEL ACTION PLAN**  
**THEME CHAIR: LIZ ALTAY**

***PRIORITY: Physical Activity***

<b>Key Deliverable (Outcomes)</b>	<b>Baseline</b>	<b>Outputs</b>	<b>How do we know we are getting there?</b>	<b>Completion Date</b>	<b>Resource</b>	<b>Lead Partner</b>	<b>LAA Link</b>	<b>Progress to Date March 2008</b>	<b>Status</b>
Increase life expectancy, improve quality of life and reduce morbidity	22% of adults take exercise 3 or more times a week <i>(Baseline from 2006 "Active People" survey)</i>	1% increase in physical activity participation annually (adults)	Set up Bromsgrove Community Sports Network Map/audit all current activity (sport & physical activity opportunities)	End April 2008 (survey repeated every 3 years with smaller annual samples)	CSN Funding	PCT/BDC	D.1 b D.1 c D.1 d D.2 a F.2 c	Community Sports Network (BECAN) well established. Mapping and audit being undertaken by SPHW. Bromsgrove physical activity website, brochures and programmes to be produced from April 2008.	

**HEALTH & WELL BEING HIGH LEVEL ACTION PLAN**  
**THEME CHAIR: LIZ ALTAY**

***PRIORITY: Physical Activity***

<b>Key Deliverable (Outcomes)</b>	<b>Baseline</b>	<b>Outputs</b>	<b>How do we know we are getting there?</b>	<b>Completion Date</b>	<b>Resource</b>	<b>Lead Partner</b>	<b>LAA Link</b>	<b>Progress to Date March 2008</b>	<b>Status</b>
			Increased council leisure centre take-ups, set up GP exercise scheme referrals, roll out walking for health	April 2010				Best Foot Forward, Keep on Moving, Try New Things and Activity Referral all awaiting SE feedback following stage 2 submissions. 5 hour offer programme developed and new Joint Delivery Plans in place for April 2008 – March 2009. Angling project now re-profiled to commence May 2008. Awards evening delivered and successful.	

**HEALTH & WELL BEING HIGH LEVEL ACTION PLAN**  
**THEME CHAIR: LIZ ALTAY**

***PRIORITY: Older People***

<b>Key Deliverable (Outcomes)</b>	<b>Baseline</b>	<b>Outputs</b>	<b>How do we know we are getting there?</b>	<b>Completion Date</b>	<b>Resource</b>	<b>Lead Partner</b>	<b>LAA Link</b>	<b>Progress to Date March 2008</b>	<b>Status</b>
Increase life expectancy and improve quality of life	No ageing well scheme in Bromsgrove	15 Senior Health Mentors in place by 2009 offering at least 8 different activities	5 Senior Health Mentors trained by April 2008	End April 2009	No funding allocated at present	PCT/BARN	D.2 a D.2 b D.3 a D.3 b D.3.c D. 5 d F.2 c F.2 d	Deferred until objective/clarification obtained from Older People's Theme Group.	



**HEALTH & WELL BEING HIGH LEVEL ACTION PLAN**  
**THEME CHAIR: LIZ ALTAY**

**PRIORITY: Smoking: Increase numbers successfully quitting at 4 weeks**

<b>Key Deliverable (Outcomes)</b>	<b>Baseline</b>	<b>Outputs</b>	<b>How do we know we are getting there?</b>	<b>Completion Date</b>	<b>Resource</b>	<b>Lead Partner</b>	<b>LAA Link</b>	<b>Progress to Date March 2008</b>	<b>Status</b>
Increase life expectancy and reduce morbidity	24% of population smoke (national figures)	Reduce adult smoking rates by 3% by 2010	Support local businesses with smoking ban in workplace (1July)	End April 2010	BDC rec'd funding for Health & Safety Officer	BDC	D.1 a D.2 a D.2 c D.5 c	BDC continuing to support local businesses re smoking ban and revised lower age limit for tobacco sales. Project group launching Heart Smart Award via Charford Children's Centre on 4 <sup>th</sup> July 2008. Continuing to promote Heart Smart Awards for the workplace.	

**HEALTH & WELL BEING HIGH LEVEL ACTION PLAN**  
**THEME CHAIR: LIZ ALTAY**

***PRIORITY: Smoking: Increase numbers successfully quitting at 4 weeks***

<b>Key Deliverable (Outcomes)</b>	<b>Baseline</b>	<b>Outputs</b>	<b>How do we know we are getting there?</b>	<b>Completion Date</b>	<b>Resource</b>	<b>Lead Partner</b>	<b>LAA Link</b>	<b>Progress to Date March 2008</b>	<b>Status</b>
	???? x no. successfully quitting at 4 weeks (2006/07 figures)	x no. successfully quitting at 4 weeks by 5% annually	Publicise benefits of quitting, with follow up and support. All LSP partners to support ban on premises (with support)	End April 2010		PCT	D.1 a D.2 a D.2 c D.5 c	Targeting BDC, POWCH and NEW College. 12/3/08: No Smoking Day – NEW College Fun Run at Abbey Stardium and One Year On event scheduled to take place in autumn, targeting local businesses.	

**HEALTH & WELL BEING HIGH LEVEL ACTION PLAN**  
**THEME CHAIR: LIZ ALTAY**

***PRIORITY: Smoking: Increase numbers successfully quitting at 4 weeks***

Key Deliverable (Outcomes)	Baseline	Outputs	How do we know we are getting there?	Completion Date	Resource	Lead Partner	LAA Link	Progress to Date March 2008	Status
			Brief Intervention training for LSP partners for contacts with clients/patients/customers	End April 2010		PCT	D.1 a D.2 a D.2 c D.5 c	Targeting BDC, Princess of Wales Community Hospital and NEW College. Mapping available 'trained' staff and establishing network for sharing information and best practice.	

**HEALTH & WELL BEING HIGH LEVEL ACTION PLAN**  
**THEME CHAIR: LIZ ALTAY**

***PRIORITY: Smoking: Increase numbers successfully quitting at 4 weeks***

<b>Key Deliverable (Outcomes)</b>	<b>Baseline</b>	<b>Outputs</b>	<b>How do we know we are getting there?</b>	<b>Completion Date</b>	<b>Resource</b>	<b>Lead Partner</b>	<b>LAA Link</b>	<b>Progress to Date March 2008</b>	<b>Status</b>
	???of population who smoke in disadvantaged areas (2006 figures)	Reduce the inequality in smoking rates in disadvantaged areas by 10% by 2010	Determine smoking rates by deprivation quintile and target specific areas	End April 2010		PCT	D.1 a D.2 a D.2 c D.5 c	Local smoking data and synthetic estimates have been mapped. Charford & Sidemoor identified as hotspots and currently have no accessible quit clinic. Action plan to be developed.	

**HEALTH & WELL BEING HIGH LEVEL ACTION PLAN**  
**THEME GROUP CHAIR: LIZ ALTAY**

**PRIORITY: Mental Health**

<b>Key Deliverable (Outcomes)</b>	<b>Baseline</b>	<b>Outputs</b>	<b>How do we know we are getting there?</b>	<b>Completion Date</b>	<b>Resource</b>	<b>Lead Partner</b>	<b>LAA Link</b>	<b>Progress to Date March 2008</b>	<b>Status</b>
Establishing local NHS and Local Government as exemplars in employment practice	NIL	Revised employment practice promoting positive mental health at work	Review of current practice against evidence based positive mental health policies	Oct 2009	All partners	PCT	D6	New priority identified via Sustainable Community Strategy. To commence in year 2.	
Improved Life choices for People with Mental Health Problems	NIL	The percentage of people with a recorded enhanced Care Programme Approach (CPA) who have annual physical health assessment and healthy lifestyle	Development of annual checks	Oct 2009	Mental Health Trust/ PCT	Mental Health Trust	D6 D1	New priority identified via Sustainable Community Strategy. To commence in year 2.	

**HEALTH & WELL BEING HIGH LEVEL ACTION PLAN**  
**THEME GROUP CHAIR: LIZ ALTAY**

**PRIORITY: Mental Health**

<b>Key Deliverable (Outcomes)</b>	<b>Baseline</b>	<b>Outputs</b>	<b>How do we know we are getting there?</b>	<b>Completion Date</b>	<b>Resource</b>	<b>Lead Partner</b>	<b>LAA Link</b>	<b>Progress to Date March 2008</b>	<b>Status</b>
		interventions							

**CHILDREN & YOUNG PEOPLE HIGH LEVEL ACTION PLAN**  
**THEME CHAIR: ELAINE MORTIMORE**

***PRIORITY: Children Enjoying and Achieving***

<b>Key Deliverable (Outcomes)</b>	<b>Baseline</b>	<b>Outputs</b>	<b>How do we know we are getting there?</b>	<b>Completion Date</b>	<b>Resource</b>	<b>Lead Partner</b>	<b>LAA Link</b>	<b>Progress to Date March 2008</b>	<b>Status</b>
To develop inclusive communities by increasing the lowest level of attainment	Achievement levels for Bromsgrove below average schools Key Stage 2 & 4.	Achieve LAA targets for Primary School Key Stage 2 & Secondary Schools Key Stage 4 for schools in Bromsgrove	Monitor quarterly performance figures	March 2008	Adopt & support Worcestershire Management Board action plan for CYP	WCC	E2	No further action as discussed at December 2007 LSP Board meeting. (Discussed in 6.5 of progress update of Community Improvement Plan).	

**CHILDREN & YOUNG PEOPLE HIGH LEVEL ACTION PLAN**  
**THEME CHAIR: ELAINE MORTIMORE**

***PRIORITY: Children Enjoying and Achieving***

<b>Key Deliverable (Outcomes)</b>	<b>Baseline</b>	<b>Outputs</b>	<b>How do we know we are getting there?</b>	<b>Completion Date</b>	<b>Resource</b>	<b>Lead Partner</b>	<b>LAA Link</b>	<b>Progress to Date March 2008</b>	<b>Status</b>
	Percentage of students obtaining 5 or more GCSE grades A-C including English & mathematics for the Charford Ward	Improve 2005/6 performance levels by x%	Monitor quarterly performance figures	March 2010	Adopt & support Worcestershire Management Board action plan for CYP	WCC	E2	No further action as discussed at December 2007 LSP Board meeting. (Discussed in 6.5 of progress update of Community Improvement Plan).	
	2006/07 performance data for South Bromsgrove Secondary School on the numbers of half days absence	Improve the performance of South Bromsgrove Secondary School by a reduction of X in the numbers of half days absence.	Monitor quarterly performance figures	March 2010	Adopt & support Worcestershire Management Board action plan for CYP	WCC	E4a E4b	No further action as discussed at December 2007 LSP Board meeting. (Discussed in 6.5 of progress update of Community Improvement Plan).	

**CHILDREN & YOUNG PEOPLE HIGH LEVEL ACTION PLAN**  
**THEME CHAIR: ELAINE MORTIMORE**

***PRIORITY: Children contributing and being included***

<b>Key Deliverable (Outcomes)</b>	<b>Baseline</b>	<b>Outputs</b>	<b>How do we know we are getting there?</b>	<b>Completion Date</b>	<b>Resource</b>	<b>Lead Partner</b>	<b>LAA Link</b>	<b>Progress to Date March 2008</b>	<b>Status</b>
To improve access to and take up of integrated local preventative services	x percent of 5 – 16 year old children in Bromsgrove primary, middle and secondary schools participate in a minimum of 2 hours per week of high quality PE and school sports over the course of year	Increase by 3% the percentage who participate in a minimum of 2 hours per week of high quality PE and school sports over the course of year	Monitor quarterly performance figures; partners help to arrange relevant activity for children	March 2009	LDP funding All partners	WCC/PCT	E5	Target for 2007 was 75%; actual achieved was 78%. Aim for 2008 = 85%; already achieved 82%.	
To enrich the experiences and development of children & young people in Bromsgrove through activity	Baseline to be determined for number of children aged between 8 and 16	Output measures and targets to be agreed in year 2 once baseline ascertained	Carry out survey of children	Survey by April 2008	BDC/WCC	BDC	E5	No further action as discussed at December 2007 LSP Board meeting. (Discussed in 6.5 of progress	



**CHILDREN & YOUNG PEOPLE HIGH LEVEL ACTION PLAN**  
**THEME CHAIR: ELAINE MORTIMORE**

***PRIORITY: Children contributing and being included***

<b>Key Deliverable (Outcomes)</b>	<b>Baseline</b>	<b>Outputs</b>	<b>How do we know we are getting there?</b>	<b>Completion Date</b>	<b>Resource</b>	<b>Lead Partner</b>	<b>LAA Link</b>	<b>Progress to Date March 2008</b>	<b>Status</b>
& positive contribution	volunteering to work with older people							update of Community Improvement Plan).	

**CHILDREN & YOUNG PEOPLE HIGH LEVEL ACTION PLAN**  
**THEME GROUP CHAIR: ELAINE MORTIMORE**

**PRIORITY: Tackling childhood obesity**

<b>Key Deliverable (Outcomes)</b>	<b>Baseline</b>	<b>Outputs</b>	<b>How do we know we are getting there?</b>	<b>Completion Date</b>	<b>Resource</b>	<b>Lead Partner</b>	<b>LAA Link</b>	<b>Progress to Date March 2008</b>	<b>Status</b>
To increase life expectancy and reduce morbidity of children and young people by halting the year on year rise in childhood obesity	15.05% obese in Year 6 (age 10 & 11) 14.45% overweight in Year 6  (academic year 05/06)	15.95% obese by 08/09  14.75% overweight by 08/09	Development and promotion of national child measuring programme in all Bromsgrove schools in Reception and Year 6	Oct 07 (annually thereafter)	PCT/BDC	PCT	E7	Some of the MEND training now complete. Delivery will commence in September 2008 due to poor recruitment. Promotion and recruitment strategy will be undertaken June – September.	
			Development of childhood obesity action plan	April 08	PCT/BDC/Schools	PCT	E7	Draft Obesity Strategy circulated and stakeholder event held.	

**CHILDREN & YOUNG PEOPLE HIGH LEVEL ACTION PLAN  
THEME GROUP CHAIR: ELAINE MORTIMORE**

**PRIORITY: Tackling childhood obesity**

<b>Key Deliverable (Outcomes)</b>	<b>Baseline</b>	<b>Outputs</b>	<b>How do we know we are getting there?</b>	<b>Completion Date</b>	<b>Resource</b>	<b>Lead Partner</b>	<b>LAA Link</b>	<b>Progress to Date March 2008</b>	<b>Status</b>
			Implementation of MEND programme in Bromsgrove	Jan 08	PCT/BDC/North Worcs Schools Sports partnership	PCT	E7	Planning completed and information provided to schools.	
To increase life expectancy and reduce morbidity of children and young people by increasing levels of physical activity	80% is the percentage of 5-16 year olds in Bromsgrove schools participating in a minimum of 2 hours per week of high quality PE and school sports over the course of a school year	88% by 07/08	Implementation of PESSCL strategy in Bromsgrove schools	Oct 07	CSP/WCC/BDC/PCT	WCC	E7	Measurement sessions ongoing.	
			Increasing access to opportunities for physical activity outside of school	Apr 08	BDC/CSP/PCT	BDC	E7	Currently at 82% (July 2007) from 70% baseline (October 2006).	

**OLDER PEOPLE HIGH LEVEL ACTION PLAN**  
**THEME CHAIR: ANN SOWTON**

***PRIORITY: Create an Older Peoples' Theme Group***

<b>Key Deliverable (Outcomes)</b>	<b>Baseline</b>	<b>Outputs</b>	<b>How do we know we are getting there?</b>	<b>Completion Date</b>	<b>Resource</b>	<b>Lead Partner</b>	<b>LAA Link</b>	<b>Progress to Date March 2008</b>	<b>Status</b>
Operate an effective Older People's Theme Group	No baseline information available	Hold bi-monthly theme group meetings	Agencies release staff to attend follow up non-attendees	End April 2008	Limited funding. Partner organisations' in kind contribution	BARN		Achieved.	
	Establish baseline for involvement in theme group	Identify other agencies to be involved	Outputs identified are delivered	April 2008	?	?		Baseline established. Need to continue developing links with other agencies not currently engaged.	
		Cross reference activity with other LSP theme groups	Activity cross-referenced	April 2010	?	?		Links to other theme groups and possible cross-working opportunities identified and signposted to relevant theme group.	

**OLDER PEOPLE HIGH LEVEL ACTION PLAN**  
**THEME CHAIR: ANN SOWTON**

***PRIORITY: Older People and access to services***

<b>Key Deliverable (Outcomes)</b>	<b>Baseline</b>	<b>Outputs</b>	<b>How do we know we are getting there?</b>	<b>Completion Date</b>	<b>Resource</b>	<b>Lead Partner</b>	<b>LAA Link</b>	<b>Progress to Date March 2008</b>	<b>Status</b>
Older people access services more easily	Map outreach services provided by all agencies	Identify baseline of existing services and identify gaps in services	Undertake survey by September 2008 to assess possible expansion	End April 2010	Will any funding be earmarked for specific schemes?	WCC	F5a	Started mapping with Older People's Theme Group members. Need to identify resources to undertake survey in September 2008.	

**OLDER PEOPLE HIGH LEVEL ACTION PLAN**  
**THEME CHAIR: ANN SOWTON**

***PRIORITY: Older People and access to services***

<b>Key Deliverable (Outcomes)</b>	<b>Baseline</b>	<b>Outputs</b>	<b>How do we know we are getting there?</b>	<b>Completion Date</b>	<b>Resource</b>	<b>Lead Partner</b>	<b>LAA Link</b>	<b>Progress to Date March 2008</b>	<b>Status</b>
	x% of older people satisfied that their enquiries were dealt with at first point of contact by Worcester hub at the Dolphin Centre (figure to be set in 2008 Customer Panel survey)	x% more older people satisfied that their enquiries were dealt with at first point of contact by Worcester hub at the Dolphin Centre	More publicity for hub and survey of older people to assess how access can be made easier	End April 2010		WCC/BDC	D3a F6a	Looking to link to the Compact Theme Group and the use of Hub facilities to circulate information via newsletters, posters and electronic notice boards.	

**OLDER PEOPLE HIGH LEVEL ACTION PLAN**  
**THEME CHAIR: ANN SOWTON**

***PRIORITY: Older People and Communication***

<b>Key Deliverable (Outcomes)</b>	<b>Baseline</b>	<b>Outputs</b>	<b>How do we know we are getting there?</b>	<b>Completion Date</b>	<b>Resource</b>	<b>Lead Partner</b>	<b>LAA Link</b>	<b>Progress to Date March 2008</b>	<b>Status</b>
Older people have a greater voice	4 older people involved in older persons' forum as April 2007	A minimum of 60 people over 55 engaged in an Older Persons' theme group between 2007 and 2010	In the next year, at least 10 older people are recruited, meet, devise terms of reference and set objectives for the Older Persons' theme group	April 2010	Partners' in kind contributions	BARN	D.3 a D.3 b D.3 c F.3 a	200 plus attended the March AGM, mainly to talk about car parking charges. From this, 5 new members have been identified.	
		A minimum of 6 group meetings per year	Attendance at Age Concern fair, publicity and involvement of U3A	April 2010	Partners' in kind contributions	BARN	D.3 a D.3 b D.3 c F.3 a	On target.	

**HOUSING HIGH LEVEL ACTION PLAN**  
**THEME CHAIR: MIKE BROWN**

***PRIORITY: Responding to Housing Market***

<b>Key Deliverable (Outcomes)</b>	<b>Baseline</b>	<b>Outputs</b>	<b>How do we know we are getting there?</b>	<b>Completion Date</b>	<b>Resource</b>	<b>Lead Partner</b>	<b>LAA Link</b>	<b>Progress to Date March 2008</b>	<b>Status</b>
Comprehensive understanding of the Housing Market and Housing demand/supply within Bromsgrove	Fordham Housing Needs Survey 2004	Complete Housing Demand Study for Bromsgrove District and produce new Housing Strategy	Project Plan Agreed and Funding in place	April 2007	BDC Budgets RSLs operating in Bromsgrove District Budgets Approx £50K	BDC Strategic Housing Manager supported by RSLs	F1	This project has been brought forward due to difficulties with low property numbers in Regional Spatial Strategy. Housing demand information seen as critical to ongoing case for increased allocation.	
			Study Completed	June 2008			F1	Partner funding in place. BDC funding agreed in principle.	



**HOUSING HIGH LEVEL ACTION PLAN**  
**THEME CHAIR: MIKE BROWN**

***PRIORITY: Complementary Housing & Planning Policy***

<b>Key Deliverable (Outcomes)</b>	<b>Baseline</b>	<b>Outputs</b>	<b>How do we know we are getting there?</b>	<b>Completion Date</b>	<b>Resource</b>	<b>Lead Partner</b>	<b>LAA Link</b>	<b>Progress to Date March 2008</b>	<b>Status</b>
Review of Planning Policy to support housing demand	Current Planning and Housing Strategies	Local Planning Policy fully complements and supports BDC priority for affordable Housing	Priority and Project Plan agreed by Council	October 2008	BDC employees and Councillors	BDC Head of Planning	F1	No action at this time; however, this work is directly linked to the outcome of the demand stuffy and the challenge to the Regional Spatial Strategy numbers for Bromsgrove.	

**HOUSING HIGH LEVEL ACTION PLAN**  
**THEME CHAIR: MIKE BROWN**

***PRIORITY: Complementary Housing & Planning Policy***

<b>Key Deliverable (Outcomes)</b>	<b>Baseline</b>	<b>Outputs</b>	<b>How do we know we are getting there?</b>	<b>Completion Date</b>	<b>Resource</b>	<b>Lead Partner</b>	<b>LAA Link</b>	<b>Progress to Date March 2008</b>	<b>Status</b>
			Affordable Housing and Managing Housing SPDs adopted and supported by Core Strategy				F1	No action at this time; however, this work is directly linked to the outcome of the demand stuffy and the challenge to the Regional Spatial Strategy numbers for Bromsgrove.	

**HOUSING HIGH LEVEL ACTION PLAN**  
**THEME CHAIR: MIKE BROWN**

***PRIORITY: Housing Migration – South Market Housing Area***

<b>Key Deliverable (Outcomes)</b>	<b>Baseline</b>	<b>Outputs</b>	<b>How do we know we are getting there?</b>	<b>Completion Date</b>	<b>Resource</b>	<b>Lead Partner</b>	<b>LAA Link</b>	<b>Progress to Date March 2008</b>	<b>Status</b>
Review of the work of the SHMA in respect of migration	SHMA Housing Market Survey (in progress)	Impact of migration included within Housing Demand Study	See Housing Demand Study	September 2008	SHMA/ BDC	BDC Housing Strategy Manager	F1	It is intended that this project will be brought forward to July 2008 to coincide with the outcome of the Housing Demand Study.	

**HOUSING HIGH LEVEL ACTION PLAN**  
**THEME CHAIR: MIKE BROWN**

***PRIORITY: Affordable Housing***

<b>Key Deliverable (Outcomes)</b>	<b>Baseline</b>	<b>Outputs</b>	<b>How do we know we are getting there?</b>	<b>Completion Date</b>	<b>Resource</b>	<b>Lead Partner</b>	<b>LAA Link</b>	<b>Progress to Date March 2008</b>	<b>Status</b>
Delivery of Affordable Housing in Bromsgrove and Rural Areas	Tenure % of affordable housing BDC 11% is compared with average for the West Midlands and England and Wales of 21%, showing a minimum shortfall of 10%.  (NHF Source)	240 units built (Outcome measure will be reviewed against results of Housing Demand Survey and targets set in LAA)	Support applications for affordable housing 80 units per year. (Target to be reviewed against results of Housing Demand Survey)	31 <sup>st</sup> March 2010	BDC Planning Team Partner DSL's/ Social Housing Grant	BDC Strategic Housing Manager	F1	Ongoing. Year one completion on target with indications for remaining period strong.	

**HOUSING HIGH LEVEL ACTION PLAN**  
**THEME CHAIR: MIKE BROWN**

***PRIORITY: Affordable Housing***

<b>Key Deliverable (Outcomes)</b>	<b>Baseline</b>	<b>Outputs</b>	<b>How do we know we are getting there?</b>	<b>Completion Date</b>	<b>Resource</b>	<b>Lead Partner</b>	<b>LAA Link</b>	<b>Progress to Date March 2008</b>	<b>Status</b>
New Affordable housing in Bromsgrove Town Centre	Number of current units?	Outcome measure to be reviewed as Town Centre Area Action Plan is developed	Y1 Support allocations for affordable housing in Town Centre Area Action	31 <sup>st</sup> March 2008	£50K BDC budget	LSP BDC Planning Team Town Centre Theme Group	F1	Bromsgrove Housing Market survey will assist in the planning process.	
			Y2 Units per year as set out in Area Action Plan	31 <sup>st</sup> March 2009				No action at this time.	
			Y3 Units per year as set out in Area Action Plan	31 <sup>st</sup> March 2010				No action at this time.	

**HOUSING HIGH LEVEL ACTION PLAN**  
**THEME CHAIR: MIKE BROWN**

***PRIORITY: Affordable Housing***

<b>Key Deliverable (Outcomes)</b>	<b>Baseline</b>	<b>Outputs</b>	<b>How do we know we are getting there?</b>	<b>Completion Date</b>	<b>Resource</b>	<b>Lead Partner</b>	<b>LAA Link</b>	<b>Progress to Date March 2008</b>	<b>Status</b>
Affordable Housing on Longbridge Site (East Works)	No units	700 houses >35% affordable housing	Area Action Plan adopted Including allocations for affordable housing and part of final design outputs for site	31 <sup>st</sup> March 2008	BDC Planning Team (£50k) LSP Housing Theme Group Planning Grant/Social Housing Grants	BDC Corporate Services Director	F1	Negotiation in progress. Area Action Plan submitted to Secretary of State 28 <sup>th</sup> March 2008.	
			130 units per year????	31 <sup>st</sup> March 2010	????			No action at this time.	

**COMPACT HIGH LEVEL ACTION PLAN**  
**THEME CHAIR: PHIL STREET**

***PRIORITY: Joint Training & Development Opportunities***

<b>Key Deliverable (Outcomes)</b>	<b>Baseline</b>	<b>Outputs</b>	<b>How do we know we are getting there?</b>	<b>Completion Date</b>	<b>Resource</b>	<b>Lead Partner</b>	<b>LAA Link</b>	<b>Progress to Date March 2008</b>	<b>Status</b>
Comprehensive understanding of statutory and VCS sectors in context of training and emerging needs	Establish a baseline for involvement with training and development opportunities	Yr 1: Organise facilitated event	Develop ways to share skills between sectors	31 <sup>st</sup> March 2008	BDC/LSP/ Partners' time	Compact Steering Group		Facilitated event postponed and new event planned for September 2008	
		Y2: 10 people engaged in process		31 <sup>st</sup> March 2009				No action at this time	
		Y3: 20 people engaged in process		31 <sup>st</sup> March 2010				No action at this time	

**COMPACT HIGH LEVEL ACTION PLAN**  
**THEME CHAIR: PHIL STREET**

***PRIORITY: Volunteering***

<b>Key Deliverable (Outcomes)</b>	<b>Baseline</b>	<b>Outputs</b>	<b>How do we know we are getting there?</b>	<b>Completion Date</b>	<b>Resource</b>	<b>Lead Partner</b>	<b>LAA Link</b>	<b>Progress to Date March 2008</b>	<b>Status</b>
To encourage and promote volunteering	Data collected on current levels of volunteering in district	Consider Worcestershire Volunteering Strategy & Volunteering Code of Practice (for Worcs. Compact)	Strategy & Code of Practice adopted	March 2008	Compact Steering Group and LSP Board	LSP via BDC	N/A	Code of Practice considered and adopted	
		Increase volunteering in district by 2% over 3 years	Numbers of volunteers increased	31 <sup>st</sup> March 2010	Compact Steering Group and LSP Board	LSP via BDC	N/A	No action at this time	



**COMPACT HIGH LEVEL ACTION PLAN**  
**THEME CHAIR: PHIL STREET**

***PRIORITY: Help, Advice and Signposting***

<b>Key Deliverable (Outcomes)</b>	<b>Baseline</b>	<b>Outputs</b>	<b>How do we know we are getting there?</b>	<b>Completion Date</b>	<b>Resource</b>	<b>Lead Partner</b>	<b>LAA Link</b>	<b>Progress to Date March 2008</b>	<b>Status</b>
To ensure and support the provision of help, advice and signposting to further statutory and voluntary sector co-operation	Collection of data on VCS service requests	Hub has database of voluntary & community sector organisations	Template available for voluntary & community sector organisations to complete with their service details	March 2008	BDC/BARN	BDC/BARN	N/A	VCS organisations have prepared information for LCD display screens in CSC and approval for VCS notices on BDC notice boards across the district.	

**TRANSPORT HIGH LEVEL ACTION PLAN  
THEME CHAIR: HUGH BENNETT**

**PRIORITY: Bromsgrove Train Station**

Key Deliverable (Outcomes)	Baseline	Outputs	How do we know we are getting there?	Completion Date	Resource	Lead Partner	LAA  Link	Progress to Date March 2008	Status
Train Station	Bromsgrove Train Station Opened*	Improved train service connections  Increased footfall	Planning application submitted by March 2008	Develop timeline for Theme Group.	June 2009	BDC £25,000 WCC £100,000	F5	Funding still being put together. Should be agreed by June 2008 with submission of the planning application in July.	

\* with platform of suitable length for large cross county trains to stop and appropriate travel plan to link station to town centre and other parts of District. The station will need to be future proofed in terms of car parking spaces and electrification.

**TRANSPORT HIGH LEVEL ACTION PLAN**  
**THEME CHAIR: HUGH BENNETT**

**PRIORITY: Community Transport**

Key Deliverable (Outcomes)	Baseline	Outputs	How do we know we are getting there?	Completion Date	Resource	Lead Partner	LAA Link	Progress to Date March 2008	Status
Community Transport	Introduce Dial A Ride Scheme	Satisfaction rates.  Usage numbers.	Develop detailed bid by September 2008	Identify best practice and lessons learnt	April 2009	To be determined through 2009/2010 budget.	F5	PID agreed with CMT. Detailed research now to be undertaken.	

**TRANSPORT HIGH LEVEL ACTION PLAN**  
**THEME CHAIR: HUGH BENNETT**

**PRIORITY: Integrated Passenger Transport Strategy**

Key Deliverable (Outcomes)	Baseline	Outputs	How do we know we are getting there?	Completion Date	Resource	Lead Partner	LAA Link	Progress to Date March 2008	Status
Integrated Transport Strategy	Improved provision and routes	DDA compliant buses.  Improved routes	Detailed review of District's requirements undertaken in 2008	Final Integrated Transport Strategy	December 2008	County Council.	F5	Responses submitted. County Council should start area review later in the year.	

**COMMUNICATIONS HIGH LEVEL ACTION PLAN**  
**THEME CHAIR: HUGH BENNETT**

**PRIORITY: Effective Communication**

<b>Key Deliverable (Outcomes)</b>	<b>Baseline</b>	<b>Outputs</b>	<b>How do we know we are getting there?</b>	<b>Completion Date</b>	<b>Resource</b>	<b>Lead Partner</b>	<b>LAA Link</b>	<b>Progress to Date March 2008</b>	<b>Status</b>
Raise the profile and positive image of the area (Grumpy County Campaign)	General public satisfaction with area x % (BVPI survey 2006/07)	Improve public satisfaction with area by 1%, year on year	Carry out surveys with customer panels once a year	April 2009	BDC £20,000 (NB: budget for 2008/09 will not be approved until Feb 2008)	BDC	F3 F6	Glad or Grumpy complete and Quality of Life Survey to be reported to June meeting.	
	Improved perception of Quality of Life	To be established once Quality of Life survey carried out	Introduce a yearly Quality of Life survey to ascertain benchmark information in relation to key QoL indicators	Baseline established by April 2008	As above	BDC	F3 F6	See above.	
Develop and implement a framework for effective communication and consultation	x% of those surveyed feel that they can influence decisions in the area	Increase those who feel that they can influence decisions by x%	Pilot 2 area committees per annum and PACTS with 2 meetings per	31 <sup>st</sup> March 2009 (6 in total over 3 years)	BDC budget £4,000 per area committee (subject to	BDC	F3 F6	Review completed. Way forward (and additional funding) reported to Cabinet. Way	

**COMMUNICATIONS HIGH LEVEL ACTION PLAN**  
**THEME CHAIR: HUGH BENNETT**

**PRIORITY: Effective Communication**

Key Deliverable (Outcomes)	Baseline	Outputs	How do we know we are getting there?	Completion Date	Resource	Lead Partner	LAA Link	Progress to Date March 2008	Status
NB: There are communication strategies for other HLAP's e.g. Fear of Crime which will be included in individual plans.	(BVPI survey 2006/07)		year		review 2008/09 budget cycle)			forward agreed.	
	None	Public awareness of role of LSP	Survey to ascertain how many people are aware of the work of the LSP	Survey to be completed by April 2008	As part of annual QoL survey (see previous)	BDC	N/A	Action suspended. LSP brand not pursued.	
Community Strategy that reflects local need	x no. of responses to Community Strategy 2003 - 2013	Increase number of responses to consultation by 5%	Increased publicity for community strategy, use of existing and new forums to gather views	September 2007 Board	BDC	BDC	N/A	Completed.	

**COMMUNICATIONS HIGH LEVEL ACTION PLAN**  
**THEME CHAIR: HUGH BENNETT**

**PRIORITY: Effective Communication**

Key Deliverable (Outcomes)	Baseline	Outputs	How do we know we are getting there?	Completion Date	Resource	Lead Partner	LAA Link	Progress to Date March 2008	Status
			(eg PACTS, customer panels, older persons' forum etc)						

## BROMSGROVE DISTRICT COUNCIL

### CABINET

5<sup>TH</sup> NOVEMBER 2008

#### UPDATE OF THE SUSTAINABLE COMMUNITY STRATEGY 2008-2011

Responsible Portfolio Holder	Councillor Roger Hollingworth, Leader of the Council
Responsible Head of Service	Hugh Bennett, Assistant Chief Executive
Non-Key Decision	

#### **1. SUMMARY**

- 1.1 To present to Cabinet the updated Community Strategy 2008-2011 and request their consideration, prior to approval by the full Council.

#### **2. RECOMMENDATION**

- 2.1 Cabinet is requested to recommend the full Council to ratify the updated Sustainable Community Strategy 2008-2011 and note that the document has been updated to reflect the new Local Area Agreement 2008-2011.

#### **3. BACKGROUND**

- 3.1 Bromsgrove District Council has a statutory responsibility to produce a Sustainable Community Strategy (SCS). Work was undertaken in 2007 to produce a new Strategy, which was ratified by Cabinet on 7<sup>th</sup> November 2007. The SCS sets the overall strategic direction and long-term vision for the economic, social and environmental well-being of a local area, typically for 10-20 years. It is the place where difficult, cross-cutting issues are tackled by a wide range of public, private and voluntary sector partners and is, in effect, the long-term business plan for the District of Bromsgrove.
- 3.2 During 2008, the new Local Area Agreement (LAA) was negotiated and agreed by the Worcestershire Partnership. Bromsgrove District Council and the Bromsgrove Partnership (LSP) are committed to contributing towards delivery of the LAA, and therefore the High Level Action Plans that form the performance management framework the SCS have been revised to reflect targets in the new LAA. The High Level Action Plans were ratified by the LSP Board at its meeting on 7<sup>th</sup> August 2008. The revised SCS for 2008-2011 is attached as Appendix 1.

#### **4. FINANCIAL IMPLICATIONS**

- 4.1 The Council's priorities should cascade from the Sustainable

Community Strategy. Capital and revenue budget provision in future years should reflect those priorities.

## **5. LEGAL IMPLICATIONS**

5.1 Although the LSP is a non-statutory partnership, under the Local Government Act 2000, the Council is obliged to convene one and develop a Sustainable Community Strategy. The Sustainable Community Strategy for Bromsgrove is the delivery mechanism for the Bromsgrove LSP. The Council remains the accountable body for the Strategy.

## **6. COUNCIL OBJECTIVES**

6.1 The Strategy links to all corporate objectives.

## **7. RISK MANAGEMENT**

7.1 Working in partnership is a key risk which is identified in the Corporate Risk Register as CCPP04: Effective LSP. The Council will not be able to deliver its priorities without working in partnership with the LSP.

7.2 Key partner organisations were involved with and kept informed of progress throughout the development of the SCS, thus gaining 'buy in'. Partners have committed to the Strategy and its Key Deliverable Outcomes, but there may be issues in future of the ability of partners to develop and commit to new outcomes and to deliver on those outcomes.

## **8 CUSTOMER IMPLICATIONS**

8.1 Working in partnership delivers joined up outcomes, which is what our customers want. The Strategy will be delivered to partners and stakeholders and will be available on the website.

## **9. EQUALITIES AND DIVERSITY IMPLICATIONS**

9.1 An Equalities Impact Assessment has been completed for the Strategy, which will be monitored through the Equalities & Diversity Forum.

## **10. VALUE FOR MONEY IMPLICATIONS**

10.1 By formally endorsing the strategy, it demonstrates that Bromsgrove District Council is addressing the needs of residents of the district and ensuring that future plans and resources are included in the relevant strategic plans.

## **11. OTHER IMPLICATIONS**

Procurement Issues- None
Personnel Issues - None



Governance/Performance Management – The LSP Terms of Reference & Governance was revised in 2007, and the SCS has a performance management framework.
Community Safety including Section 17 of Crime & Disorder Act 1988 - None
Policy The Local Government & Public Involvement in Health Act 2007 and the Local Government Work Programme “Making it happen: The Implementation Plan” illustrate that partnerships are central to building on achievements to embed them into lasting reform.
Environmental - None

**12. OTHERS CONSULTED ON THE REPORT**

Portfolio Holder	At LSP Board
Chief Executive	At LSP Board
Executive Director (Partnerships & Projects)	At LSP Board
Executive Director (Services)	No
Assistant Chief Executive	Yes
Head of Service ( <i>i.e. your own Hos</i> )	No
Head of Financial Services ( <i>must approve Financial Implications before report submitted to Leader’s Group</i> )	No
Head of Legal, Equalities & Democratic Services ( <i>for approval of any significant legal implications</i> )	No
Head of Organisational Development & HR ( <i>for approval of any significant HR implications</i> )	No
Corporate Procurement Team ( <i>for approval of any procurement implications</i> )	No

**13. WARDS AFFECTED**

All Wards.

**14. APPENDICES**

Please list the appendices attached to the report as shown in the example below.

Appendix 1 Bromsgrove Partnership Sustainable Community Strategy 2008-2011

**15. BACKGROUND PAPERS**

No further background papers.

**Contact officer**

Name: Louise Berry, Senior Policy & Performance Officer  
E l.berry@bromsgrove.gov.uk  
Mail:  
Tel: (01527) 881412



Your **District**  
Your **Future**

## Bromsgrove Sustainable Community Strategy 2008 – 2011

**Our Vision: “We will make Bromsgrove District a better place to work, live and visit by driving forward change”**

- Communities that are safe and feel safe
- A better environment for today and tomorrow
- Economic success that is shared by all
- Improving health and well being
- Meeting the needs of children and young people
- Stronger communities

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## 1. Introduction

- 1.1 District councils are required to produce a sustainable community strategy (SCS) for their area in partnership with public sector providers, private sector and voluntary and community sector. To ensure that the SCS is delivered, district councils are expected to convene a local strategic partnership (LSP), bringing together local partners in order to develop a shared understanding of the particular needs and priorities of their area. The LSP in our District is known as the Bromsgrove Partnership.
- 1.2 The Bromsgrove LSP will:
- Act as the over-arching, co-ordinating partnership, ensuring that links are made between the locally themed partnerships (e.g. Crime & Disorder Reduction Partnership);
  - Take responsibility for cross-cutting issues that have been identified as critical to the locality; and
  - Ensure that district-level plans such as the SCS and Local Development Framework take account of county-wide priorities and that district level priorities are considered, and where appropriate, reflected at the county level, i.e. through targets in the Local Area Agreement. (Discussed in Section 3).
- 1.3 The SCS therefore sets out a vision for the District and is concerned with addressing issues important to residents, the business community and visitors to Bromsgrove District. It is based on understanding and available evidence and focuses on the way in which services are delivered and how they can be improved for everyone's benefit. The strategy is a developmental, rolling document and the priorities identified may change over time as improvements are realised and new issues emerge. Changes will be reflected in subsequent editions of the strategy and it will be updated every year.
- 1.4 The strategy sets out priorities based on issues identified through consultation, Government policy, focus groups and stakeholder meetings. The aims and objectives of the SCS are to provide a co-ordinated approach to improving the quality of life for everyone in the District and is in effect a business plan for the LSP Board to manage against and be held to account on.

## 2. Worcestershire Partnership

- 2.1 The Worcestershire Partnership is the Local Strategic Partnership for the whole of Worcestershire. Its members include all six district LSPs in the county, of which the Bromsgrove Partnership is one. Appendix 1 shows how the Worcestershire Partnership is structured. The Worcestershire Partnership has its own countywide SCS (due to be revised in 2007 for publication in September 2008). For more details about the Worcestershire Partnership, please refer to the website:  
[www.worcestershirepartnership.org.uk](http://www.worcestershirepartnership.org.uk)

## 3. Worcestershire Local Area Agreement

- 3.1 The key strategic document which makes the link between national, regional and local policy is the Local Area Agreement (LAA). Through the Local Government and Involvement in Health Act (2007), the Government has placed even more emphasis on LAAs, particularly, as the inspection regime for local government will now be on an area basis through Comprehensive Area Assessment. As a result the County LSP has had to negotiate a new LAA, which contains 35 priorities for the County for the next three years (2008/2009 to 2010/2011). A LAA is a form of contract between Central Government and the County LSP with a focus on outcome targets. The County LAA flows out of the evidence based County Sustainable Community Strategy. The District Council responded to the consultation on this Strategy.

### **How the LAA will make a difference**

- 3.2 A successful LAA will provide the opportunity to improve future service delivery by:
- Enabling a clear identification of needs, based on data from local communities through effective consultation.
  - Focusing on key strategic priorities and measurable outcomes.
  - Recognising the crosscutting nature of these outcomes and identifying how action in one area will have impact on another.
  - Assisting partners to identify more clearly gaps and overlaps in provision.
  - Enabling the pooling of budgets and resources leading, over the life of the LAA, to greater efficiency and effectiveness.
  - Enhancing performance management in conjunction with partners thus making the process transparent and accountable.
  - Simplifying delivery structures and creating clear accountability and governance arrangements.

- Improving community cohesion through greater engagement of all sectors, notably private, voluntary and community.

### **Worcestershire thematic blocks and outcomes**

3.3 Worcestershire's LAA is organised under the following blocks:

- A. Communities that are safe and feel safe**
- B. A better environment - for today and tomorrow**
- C. Economic success that is shared by all**
- D. Improving health and well being**
- E. Meeting the needs of children and young people**
- F. Stronger communities**

## **4. The Bromsgrove LSP Contribution to the LAA**

4.1 As discussed in the introduction, all Councils are expected to convene a Local Strategic Partnership (LSP), bringing together local partners in order to develop a shared understanding of the particular needs and priorities of their area, create synergies and improve the quality of life for an area's residents. The membership of the Bromsgrove Partnership Board is:

- \* District Council (Leader of the Council)
- \* Chief Executive of the Council
- \* County Councillor
- \* Education & Lifelong Learning Representative (NEW College)
- \* Worcestershire Primary Care Trust
- \* West Mercia Police
- \* Parish Councils Representative
- \* Private Sector Representative
- \* Voluntary & Community Sector Representative
- \* Bromsgrove District Housing Trust

The Board members are supported by a Partnership Co-ordinator, and Theme/Project Group Chairpersons. Other technical support is given by an Area Co-ordinator from Worcestershire County Council, and planning and transport officers. Appendix M shows the structure of the LSP.

4.2 The LSP has responsibility for delivering the outcomes of the LAA; however, there are issues that are important to Bromsgrove District which fit into the blocks of the LAA, but are not specifically mentioned, i.e. Town Centre regeneration and Longbridge redevelopment. The LSP therefore contributes to the LAA where it is relevant to do so by pursuing the priorities for Bromsgrove. Appendix O shows the LAA National Indicators 2008-2011.

The following paragraphs provide a brief commentary on each of the LAA blocks in relation to Bromsgrove District.

#### Block A: Communities that are Safe and Feel Safe

- 4.3 The District has a strong Crime and Disorder Partnership which is contributing strongly to this outcome. Previously, the LAA contained targets for reductions in crimes like burglary etc., but now the emphasis is very much on perceptions. There are three key indicators in the new LAA which are important for the Council: NI 2, the percentage of people who feel that they belong to their neighbourhood, NI17 perceptions of anti-social behaviour and NI 195 improved street and environmental cleanliness (although not technically a perception measure, the link is that a more dirty area e.g. graffiti, fly posting, is likely to contribute to a perception that an area has higher crime). Through the last budget round the Council invested in more area cleaners, hit squads and neighbourhood wardens (although subsequently funding from Central Government was withdrawn for two of our neighbourhood wardens, meaning there was not actually an increase in the number of wardens, just a maintaining of the status quo). The CDRP's performance and improvement in the Council's street cleansing performance suggests this is not a priority for further investment at this stage; however, providing our neighbourhood wardens (and the Police's CSOs) with powers to issue fixed penalty notices is an area that is likely to be well received with by residents.

#### 4.4 Block B: A Better Environment for Today and Tomorrow

This block now has a tighter focus around climate change outcomes. Previously, it contained indicators on parks and open spaces, recycling and street cleanliness. Recycling remains important, but the target is more outcome focused, concentrating on NI 193 municipal waste land filled. The big change is the emphasis on per capita CO2 emissions with a 5.8% reduction expected by March 2011 (2005 baseline). The Council has set up a Climate Change Working Party, but is currently under resourced to deliver the changes in our processes and culture in order to deliver our contribution to this important agenda. There is also a target on flood management and while the District missed the worst of the flooding in 2007, our ability to respond to a repeat of these weather conditions is currently limited.

#### Block C: Economic Success that is Shared By All

- 4.5 Block C now has a tighter focus on getting people into employment, for example, long term benefits claimants, 16 to 18 year olds who are not in education, training or employment (NEETs) and NVQ qualifications. The number of new VAT registrations remains a



target, but the growth in employment levels at the science and technology parks has been dropped. BDHT have recently expressed concern that we are not collectively responding to the worklessness agenda, particularly in areas like Sidemoor and Charford. The Council has set up a small group to look into this issue and at the Cabinet/CMT away day, there was discussion about making the next Local Neighbourhood Partnership be in Charford. With the current credit crunch and the difficult in getting big businesses into Bromsgrove, there was also a view that the Council, possibly in conjunction with neighbouring district councils, establish a stronger economic development function.

#### Block D: Improving Health and Well Being

- 4.6 The PCT is the key partner for this block, but the Council can make a contribution to this block by improving people's lifestyles through supporting community sports organisations and through direct leisure provision e.g. the Dolphin Centre. The District's population is relatively affluent and therefore relatively healthy. Through the last budget cycle the Council has invested in this area e.g. additional sports development officers and the refurbishment of the Dolphin Centre, as a pre-cursor to its transfer. Worcestershire is also fortunate to have higher than national average participation rates in sports and participation in sports clubs which the sports development officers are building increasing links. This is an area of the Council, whose performance is very strong. This is not an area identified for further investment through this budget cycle.

This block also includes indicators concerned with older people, in particular, the number of older people who are supported to maintain independent living. The Council can make a contribution to this target through its housing priority.

#### Block E: Meeting the Needs of Children and Young People

- 4.7 The LAA targets are focused around obesity, services for disabled children, bullying and teenage pregnancy. The Council can only make a limited contribution to these, as they are primarily delivered by the County's Children's Services Department. That said, the District Council is keen to encourage more engagement with young people and has provisionally agreed to run another children and young people's event with the County Council, which this year (subject to agreement by Members) will enable children and young people to determine where they would like delegated monies to be spent through a participatory budgeting exercise.

## Block F: Stronger Communities

- 4.8 This block tends to be a catchall for targets that do not fit in the other blocks. The key indicators for the Council in this block concern affordable housing: NI 154 net additional homes provided and NI155 number of additional homes delivered. The other aspect of this block that is relevant to the Council is community engagement.

The full list of new LAA indicators is set out in Appendix O to this report.

## **5. Sustainable Community Strategy and the Local Development Framework**

- 5.1 The Planning & Compulsory Purchase Act 2004 introduced a new planning system, which at the local level, comprises the Local Development Framework (LDF). The LDF will be made up of a series of documents called Local Development Documents which together provide the framework for delivering the spatial planning strategy for the area. The LDF must have clear links with the Sustainable Community Strategy and the Government states that:

“The LDF should be a key component in the delivery of the Sustainable Community Strategy, setting out its spatial aspects where appropriate and providing a long-term spatial vision”.

- 5.2 Linkages between the SCS and the LDF are important for a number of reasons. They will help to ensure that the LDF is based on a greater understanding of the community’s aspirations..
- 5.3 The Government is clear that an effective relationship between the two strategies will have many benefits, including:
- Establishing an integrated approach towards future development.
  - Recognition of the LDF as a key delivery mechanism for the Sustainable Community Strategy.
  - Economies of scale in terms of working corporately and sharing resources in the preparation of Sustainable Community Strategies and LDF’s.
  - The potential to resolve conflicts between local community aspirations and national/regional policy objectives by engaging a wide range of stakeholders.
- 5.4 The LDF currently contains the Core Strategy, Town Centre Area Action Plan and the Longbridge Area Action Plan Development Plan documents. These plans reflect the vision for the District as outlined below and will be one of the key delivery mechanisms for

this vision. Alongside these, a supplementary planning document will be prepared on affordable housing to ensure we maximise the potential for delivering high quality sustainable dwellings at an affordable level, for those require them.

## **6. Ten Year Vision**

6.1 The Bromsgrove Partnership's Vision for the District is:-

"We will make Bromsgrove District a better place to work, live and visit by driving forward change".

6.2 To help people understand what this Vision might mean in practice, we have set out below a narrative picture of what the District might look like in 10 years' time.

### **A Thriving Market Town**

We want a District with a thriving market town at its centre. Bromsgrove town will attract locals and visitors alike both for the shopping experience and the many other activities that the town will provide. As a thriving market town there will be regular activities like a street market, specialist markets, such as Easter markets, continental markets, farmers markets, antique fairs, the bonfire night, street theatre and so on. People will ask the question; "What is on in Bromsgrove town today?" The town will be significantly regenerated to achieve this, with a new civic heart, perhaps relocating the Council House to the town centre, a new road layout and a community focal point.

The shopping experience will be differentiated from its many neighbours by the quality and diversity of its shops and services, which will consist of small specialist shops, high street accommodation, restaurants, cafes and generally a retail mix that reflects the increasing affluence of the District. We also want a town centre that caters for the diverse needs of our communities, for example, good accessibility for people with disabilities, good toilet facilities and designing children and young people into our town centre rather than trying to design them out. In the evenings, we want to see a mix of entertainment, which caters for the young, but also for families and older people.

### **Housing**

Currently we have an imbalance in our housing market. There is not enough affordable housing for young people to stay in the District or for young people and families to move into the District. The average house price is £241,000 with the cheapest housing being just under £100,000, although these figures will now be falling as a result of the credit crunch. It is very difficult for a

household with an income of £25,000 to currently get on the housing ladder in Bromsgrove District. The Council and Bromsgrove District Housing Trust will tackle this issue by ensuring the new developments like the Longbridge site, the town centre and any future housing allocation the District has to take as a result of regional housing policy, has an appropriate mix of housing, for example, outright ownership, shared ownership schemes, low cost home ownership and rented accommodation.

Whilst ensuring we provide enough affordable housing we will also need to take increasing account of the expansion of our older population. Our over 85 population is set to expand by 128% over the next 25 years; meeting this need will require a good supply of sheltered, care at hand and extra care housing.

The need to keep our youngsters in our communities and our older people cared for within our communities applies not just to our planned big developments like Longbridge, but also our existing urban and rural communities.

We will also ensure an adequate supply of good quality temporary accommodation to ensure there is a safety net for those people made homeless through difficult circumstances.

## **Economy**

A defining characteristic of the District is that 26,000 people (29% of the total population) commute out of the District to work every day, so the transport improvements described above will be key to the continuing prosperity of the District. If the District becomes a difficult place to commute from, less people may wish to live here. Similarly, over 16,000 people commute into the District every day. The District has its own vibrant economy with low unemployment (1.6% in July 2008). Maintaining this strong commercial sector through attracting inward investment, into sites like the Science and Technology Park, and developing small businesses through business start up schemes will remain important.

## **Environment and Climate Change**

We want to ensure the Council and its partners take account of the serious issues we face on climate change. Each organisation will need to ensure it is doing its part through cutting energy consumption and increasing recycling. 90% of the District is green belt and we have some beautiful country side in the District; however, an increasing number of species are under threat, so the County and District Council who have specific responsibilities in this regard, need to work together to protect local habitats and maintain biodiversity.

Bromsgrove District Council is also in the special position of protecting the green belt south of Birmingham and stopping the urban sprawl. The rural areas will have been protected from development and traditional country life maintained. The District's villages will have been developed in line with their local communities' wishes. The more urban areas on the fringe of the District will have been protected from encroachment by Birmingham unless the communities themselves wish to be part of the city region.

As we tackle the District's long term environment and climate change issues we will also have addressed more immediate issues that we know affect people's lives. The District will be clean and tidy so that whenever anybody enters from a neighbouring district they will know that they have arrived somewhere special. It will look immaculate at all times with roundabouts and other public areas being awash with flowers and decorative greenery. Any complaints will be responded to quickly. The District's roads will be maintained to a high standard and any reported problems dealt with quickly.

Domestic and trade waste will be collected regularly, at a preordained time, and cost effectively. The quantity of waste collected will meet all Government targets and whatever systems are needed to achieve this will have been put in place. We will have educated people in re-cycling and composting and will have reduced waste collection to a low level.

### **Crime**

Along with the District cleanliness, low level crimes and anti-social behaviour are key drivers in determining how people feel about where they live and work. There has been a 37% reduction in headline crime in the District over the last three years; however, only 33% of residents feel the Police are doing a good job. This is a concern, so we want to continue supporting the difficult job of the Police through the Community Safety Partnership.

Residents have welcomed the Partner and Communities Together (PACT) meetings and initiatives like community officers, neighbourhood wardens, CCTV cameras and "designing out" crime through physical changes to roads, pavement and alleyways. We will build on initiatives like these, but also recognise that the majority of the population is law abiding and that being young is not a crime.

### **Health**

Good health is the foundation for all that we do. We are fortunate that the District has high life expectancy rates and the majority of

people are healthy; however, for those in need of care, the Health Service will continue to provide for them. The Bromsgrove Partnership will focus on a preventative agenda, in particular, reducing smoking and increasing physical exercise and mental activities for our older population, so that people stay healthy for longer.

Delivery of this Vision will be underpinned by five themes:-

### **Excellent Customer Service**

The Customer will be at the heart of everything we do and technology will play a huge part in enabling the delivery of better services for the customer through a variety of different access channels.

### **Community Leadership**

The District Council will be the community leader and will work in partnership with others through bodies like the Bromsgrove Partnership. All councillors will be able to represent their communities strongly having been trained to a high standard.

Communication will have improved so that everyone is informed of what is happening and what is going to happen and that there is regular feedback from the general public to the Bromsgrove Partnership

There will be an excellent programme of community engagement through regular town hall meetings, area committees, parish councils, Partners and Communities Together meetings, forums for particular groups, for example, tenants, people with disabilities and early and inclusive consultation on specific issues like the town centre

### **Equality**

We will have a District where everybody is treated equally no matter what his or her race, colour or religion. There will be no discrimination. We will protect and help the vulnerable and provide special services to those who need them.

### **Value for Money**

In order to deliver the above agenda we will have paid close attention to the value for money achieved from each pound of public spending. At a strategic level, we will focus on the outcomes we want to achieve and make the best use of available delivery methods: including better technology, outsourcing to the private and voluntary sectors, shared services between councils

and between other public bodies. At an operational level we monitor each pound spent carefully.

### **Partnership**

Finally, we will do all the above in partnership, working together to deliver the Vision for our District.

## **7. Consultation Process**

7.1 A wide consultation exercise was undertaken on the Draft Sustainable Community Strategy using several consultation methods:

- The “Glad or Grumpy” postcard;
- Through the customer panel survey;
- At Street Theatre during August 2007;
- In three areas of the District (Alvechurch, Hagley and Wythall) by LSP Board members and officers of Bromsgrove District Council;
- Presented to Cabinet, Scrutiny Steering Board, the Equality & Diversity Forum, the Town Hall meeting and Departmental Management Team meetings within the Council as well as by other partners; and
- Via the Council website.

7.2 The Glad or Grumpy postcard consultation was a huge success, receiving over 600 replies. The issues arising from the postcard consultation reinforce the feedback from the Customer Panel survey, PACT meetings, Members and partners. Some of the issues raised via the postcard were:

### **What makes people glad**

- Well kept parks, green belt, access to the countryside
- Cultural offer – e.g. Artrix Centre and Libraries and Community events – Street Theatre, Bandstand, fireworks, Christmas lights
- Recycling service, especially the green waste service
- Community spirit/pleasant place to live
- Education and health facilities
- Links to motorway infrastructure
- Relatively low crime

### **What makes people grumpy**

Highways, pavements and footpaths (including traffic volume, speeding, maintenance, street lighting,

### **Mitigating Action**

BDC is working with WCC on these operational issues

**What makes people grumpy**

drainage and cycle lanes)  
 Transport services and car parking (including parking costs, parking timescales, congestion, transport provision, bus services, trains, illegal parking)

Street scene/ street cleansing (including Spadesbourne Brook, fly posting, fly tipping, litter, graffiti)

Declining town centre with poor selection of shops

Not enough activities for children and young people

**Mitigating Action**

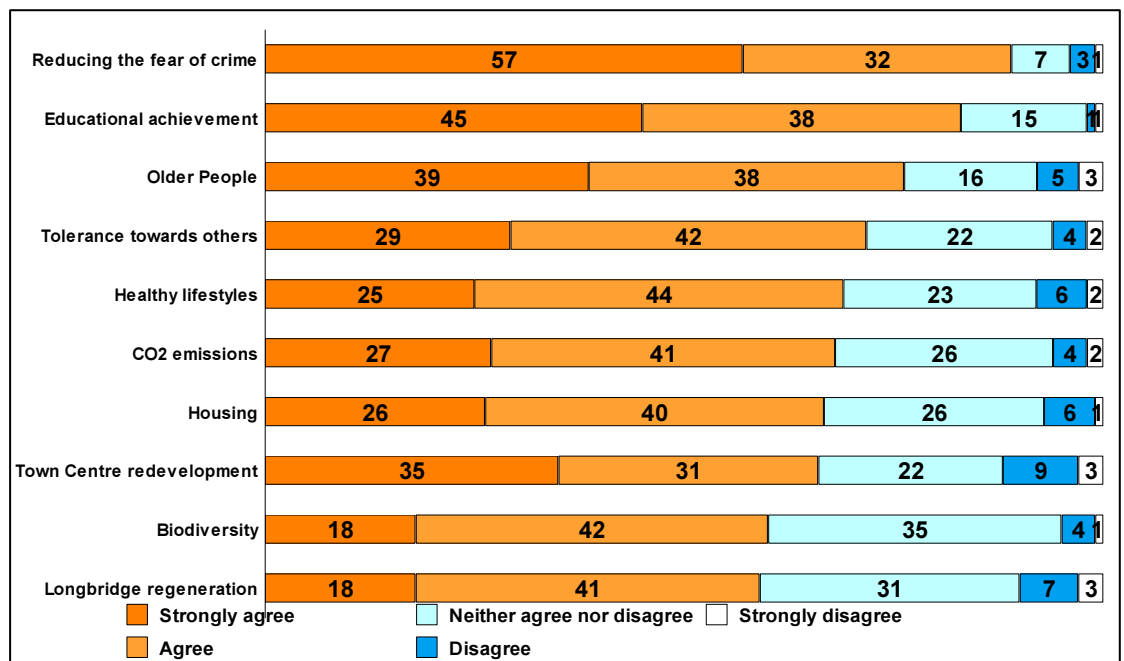
The charges are competitive and changes to fees are not proposed at this time. A multi-agency Transport Theme Group has been convened to discuss the regeneration of the train station, community transport and other issues

This is a Council priority and is also the top priority from the customer panel

The town centre is a priority for the LSP Board and BDC  
 The Children & Young People's Theme Group and Health & Well Being Theme Group will address some of these issues, as will working in wider partnership

7.3 The Customer Panel survey asked respondents to consider the priorities selected by the Board (as listed on page 13). The results were as follows:

**Agreement with priorities selected**



Base: All respondents (384 – 426)



- 9 out of 10 (89%) agreed that reducing the fear of crime should be a priority.
- Educational achievement met with agreement from 83%, rising to 97% in the under 35s.
- 76% felt that older people should be a priority, 85% amongst females.
- Tolerance towards others was a priority for 71% of respondents, 65% amongst males and 78% amongst females.
- Overall 69% felt the Council and its partners should prioritise healthy lifestyles, 83% in under 35s.
- CO<sub>2</sub> emissions were a priority for 68%, ranging from 58% in males to 78% in females, and 77% in under 35s to 65% in the 55 or older age group.
- For two thirds of respondents (66%), housing was a priority, 58% amongst males and 74% amongst females.
- 65% felt town centre redevelopment should be a priority, varying from 57% in males to 74% in females.
- 3 in 5 (60%) agreed that biodiversity should be prioritised, rising to 66% in females and under 35s.
- Longbridge regeneration was a priority for 58%.

7.4 As a result of the consultation, three new areas were identified that were not covered in the draft Strategy. These were:

- Mental Health (see page 22);
- Childhood obesity (page 23); and
- Transport (page 24).

These have therefore been added to the Strategy and key deliverables developed.

7.5 During 2008, the Council undertook a “Quality of Life” survey. The emphasis of the survey was on residents’ perceptions of their quality of life, and as such the survey was themed according to existing LAA blocks. The results were discussed and endorsed at the LSP Board and in the Theme Groups. A number of changes have been made to the actions of the Theme Groups as a result of the Quality of Life Survey. The results support the consultation undertaken during the major revision of the Sustainable Community Strategy in 2007.

## **8. Direction and Priorities**

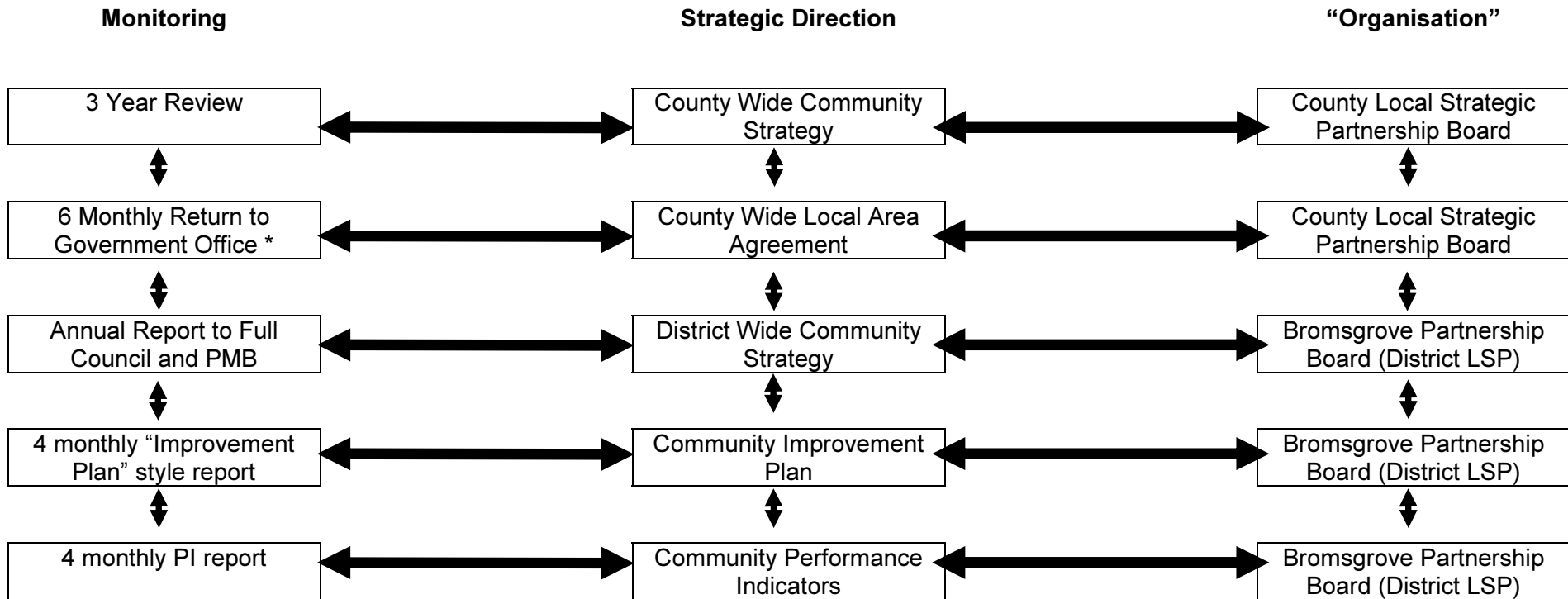
8.1 The Bromsgrove Partnership has set itself 6 objectives to match those of the countywide LAA. At its awayday on 12<sup>th</sup> February 2007 the LSP Board considered local evidence and national priorities on each of the LAA blocks, and as a result, the following priorities were determined and subsequently approved by the Board on 1<sup>st</sup> March 2007:

- Fear of crime
- Environment (biodiversity and reducing carbon emissions)

- Town Centre redevelopment (including transport: railway station redevelopment and associated issues and community transport)
  - Longbridge regeneration
  - Health and Wellbeing (increasing physical activity, ageing well scheme for older people and reducing smoking)
  - Children and Young People
  - Older people (lifelong learning, community transport and town centre)
  - Housing (impact of migration and affordable housing)
- 8.2 Appendix N shows how the agreed priorities fit within the 6 blocks of the LAA. Each of the priorities will be dealt with via a Theme or Project Group. Each group has its own Action Plan and activity will be regularly reported back to the LSP Board.
- 8.3 The Bromsgrove Partnership has also developed its own Compact, which is a joint agreement between a council and the local voluntary and community sector to build trust and improve working relationships for the benefits of both parties. By working in partnership, the public and private sectors can make an exciting and unique contribution to enhancing the quality of life for the people of Bromsgrove. The public and voluntary and community sectors have distinct, but complementary roles. We believe that great value can be added to our communities through working together. A Compact Steering Group has been convened and an action plan developed. This plan is attached as Appendix I.
- 8.4 An action plan has also been created relating to community engagement and communications. This is attached as Appendix J.
- 8.5 Section 15 looks in more detail at the 6 blocks of the LAA. Each section gives a summary of evidence for Bromsgrove District. It is recognised that the evidence is not all encompassing, but represented a fair picture of the District at the time it was conducted.

## 9. Performance Management

9.1 The monitoring arrangements for each part of the performance management framework are detailed in the table below.



\*note:- some of the Local Area Agreement targets attract a reward grant from the Government. Not all of these targets are in our District Community Strategy (as some are not priorities for this District); however, given the reward grant it is important that the District LSP Board is aware of progress in these targets. These targets will be reported to the District LSP Board every 6 months, before the information is sent off to the County LSP and onto Government office.

## **10. Focus of the LSP Board**

- 10.1 The LSP Board has overall responsibility within the Partnership for understanding the particular quality of life issues that the District faces, setting strategic direction and monitoring progress; however, the Board recognises that much of the work required will continue without the Board, particularly if an operational partnership is already in place, for example, the Crime & Disorder Reduction Partnership (CDRP).
- 10.2 Where the Board can really add value is in delivering less established priorities and the actions to support them. The Board has selected the following 3 areas as its particular focus over the next three years:
- Bromsgrove town centre redevelopment;
  - Longbridge regeneration; and
  - Affordable housing.
- 10.3 The Board will continue to monitor and oversee the work of all the priorities.

## **11. Governance Arrangements**

- 11.1 The LSP is governed by its Terms of Reference and Protocols. This document has been revised to reflect the changes that have taken place. Bromsgrove District is the accountable body for the LSP and the Leader of the Council is the Vice-Chairman of the Board. The Community Strategy and the LSP Annual Report are presented to Full Council and are also subject to examination by the Performance Management Board.

## **12. Community Engagement**

- 12.1 The Sustainable Community Strategy is a document of huge importance to Bromsgrove and is about the place shaping of the District and what the Partnership aspires to achieve for the community and the District. Partners, communities and individuals have been consulted to gain their endorsement and commitment of the priorities set out in the document, and further consultation will be carried out regularly to ensure that the priorities are still relevant. This will be done through the community influence framework in place, via regular town hall meetings, Partners & Communities Together and the local neighbourhood partnerships (LNP).

## **13. Resources**

- 13.1 Bromsgrove District Council funds the secretariat function of the LSP. This includes the employment of a Senior Policy & Performance Officer who acts as the LSP Co-ordinator and other technical support from the Acting Joint Chief Executive and Assistant Chief Executive.
- 13.2 Bromsgrove District Council has allocated £5,000 for the LSP for the financial year 2008/09. Bromsgrove District Housing Trust allocated a total £10,000 for 2007/08 and 2008/09 and the PCT has granted £15,000 for 3 years to contribute to the Health & Well Being element. This money will be used to fund groups or projects that will contribute to the outcomes of the stated priorities. It is not an 'open access' grant scheme and commissioning arrangements will be developed as appropriate. The Partnership hopes to increase this modest fund by leveraging in more substantial funding from other partners and external funding streams.
- 13.3 As part of its community influence framework, Bromsgrove District Council is funding two LNP schemes during 2008/09 and has allocated £15,000 to each of the area committees. A third LNP is proposed for the Hagley & Rural area, and consultation was undertaken during the autumn of 2008 about the LNP concept.
- 13.4 The high-level action plans contain a resources column so that the issue can be considered on a case-by-case basis. If resources (i.e. funds or 'in kind' contributions) are not available to carry out a piece of work, projects should not be put forward.

## **14. Equality & Sustainability**

- 14.1 In all development the principles of equality will be applied, ensuring individuals and groups are not discriminated against on the grounds of age, race, disability, gender, marital status, religion, sexual orientation, social and economic status or political beliefs. An impact assessment of this Strategy will be undertaken and the Council's Equalities Forum will monitor the document.
- 14.2 Sustainability is an important issue in promoting the development and economic prosperity of the District and social progress to meet the needs of the community. Our aim, as far as possible, will be to protect the local and global environment and we will attempt to ensure that proposed actions do not directly or indirectly reduce the diversity of natural ecosystems. The Partnership will endorse careful consideration of the use of natural resources, waste production and nuisances such as noise or odour.

## 15. Evidence for Selection of Priorities

### Communities that are safe and feel safe

The key statistics for crime and safety in the District are:

- Violent crime accounted for 18% of total crime in Bromsgrove District in 2006/07, compared to 16% in 2003/04; however, the actual number of violent crimes has decreased by 24% over the period. (NB: violent crime is as per the Home Office definition and includes: assaults, robbery, harassment and possession of weapons).
- Criminal damage represents the highest percentage of the British Crime Survey Comparator Crimes in Bromsgrove at 31%; however, the volume of offences decreased by 29% between the baseline year of 2003/04 and 2006/07.
- 82% of respondents felt that crime rates had either stayed the same or got better in the last 12 months.
- 38% of Bromsgrove residents said that the police were doing a good or excellent job in 2007 – a increase of 6% since 2006. There have been reductions in burglaries and car crime.
- The proportion of people worried about crime has increased slightly from 52% in 2006 to 56% in 2007; however, this has declined from 86% in 2005.
- Amongst those who were fearful, only 24% felt that fear of crime had a big impact on how they live their day-to-day lives.
- The vast majority of respondents felt safe in their neighbourhood or district during the day (98% and 95% respectively). This represents an increase since 2006.
- 73% of residents said they felt safe in their neighbourhood during the hours of darkness.
- 31% of residents felt that anti-social behaviour was a very or fairly serious issue in their neighbourhood.
- 25% of residents think that people using or dealing drugs is a very big or fairly big problem in their local area. (Worcs average 36%).
- 87% of residents were either very or fairly satisfied with their neighbourhood as a place to live.

The LAA priorities for this block are:

- To reduce crime
- Reassure the public reducing the fear of crime
- Reduce the harm caused by illegal drugs
- Build respect in communities and reduce anti-social behaviour

### Analysis of Statistics

Fear of Crime has been identified as the major priority for the LSP to concentrate on and the high-level action plan (Section 16, Appendix A) has the following as the key deliverables:

### A better environment for today and tomorrow

The key statistics about the environment in the District:

- There has been an improvement in the cleanliness of relevant land of highways, from 80% in 2003/04 to 90% in 2005/06.
- The percentage of household waste recycled has increased from 10% in 2003/04 to 42.54% in 2005/06.
- However, the amount of household waste has increased from 401kg per capita in 2003/04 to 432kg per capita in 2005/06.
- The percentage of residents satisfied with local parks and open spaces has increased from 54% in 2000/01 to 71% in 2004/05.
- 87 % of residents think that, over the past three years, parks and open spaces have got better or stayed the same.
- In Summer 2006, Bromsgrove was awarded its first Green Flag Award, for Sanders Park.
- Only 18% of land designated as a Site of Special Scientific Interest (SSSI) within Bromsgrove was found to be in favourable condition.

### Analysis of Statistics

CO<sub>2</sub> emissions and biodiversity have been identified as the major priorities for the LSP to concentrate on and the high-level action plan (Section 16, Appendix B) has those headings as its key priorities.

### Economic success that is shared by all

The key statistics on economic information in the District:

- 26.1% of people aged 16-74 in Bromsgrove have no qualifications, however, there are parts of Sidemoor, Charford and Marlbrook ward where the proportion is over 40%.
- 9% of working age people in Bromsgrove claim a key benefit, compared to 11% in Worcestershire.
- Almost 50% of claimants are claiming incapacity benefit, with a further 18% claiming job seeker benefits.
- 10% of job seekers allowance claimants have been out of work for more than a year (compared to 9.5% in Worcestershire).

- The proportion of claimants who are aged 16-24 has increased from 11% in 2003 to 13% in 2006, whilst the proportion of claimants aged 50 and over has decreased from 43% to 41%.
- The number of jobs in the public administration and health sector in Bromsgrove has increased by over 30% between 2003 and 2005.
- In contrast, the number of jobs in the manufacturing sector has decreased by 14% between 2003 and 2005.
- Overall, the number of employee jobs in Bromsgrove has increased by 3% between 2003 and 2006, compared to 0.4% across Worcestershire as a whole.

### Analysis of Statistics

The Town Centre Redevelopment and Longbridge Regeneration have been identified as the major priorities for the LSP to concentrate on under the heading of Economic Success. The high level action plans for each priority (Section 16, Appendix C and D) has those headings as their key priorities.

### Improving health and well being

The key statistics about health and well being in the District:

- Whilst males in Bromsgrove have a higher life expectancy than males in Worcestershire or England, the percentage change in life expectancy between 2001-03 and 2003-05 was less than the equivalent change in Worcestershire and England.
- Life expectancy for females in Bromsgrove is slightly lower than that in Worcestershire as a whole.
- The mortality rate from circulatory diseases decreased by 19% between 2001-03 and 2003-05.
- The mortality rate from suicide increased by 18% between 2001-03 and 2003-05.
- Charford ward is estimated to have the highest rate of people aged 16 or over who smoke.
- Stoke Heath and Tardebigge wards are estimated to have the highest proportion of people aged 16 or over who binge drink.
- Sidemoor ward is estimated to have the highest proportion of people aged 16 or over that are obese.
- At any one time, one adult in six suffers from issues around mental health. In Worcestershire, spending on mental health isn't as great as in other parts of the country and strategies are being reviewed in order to address this.

### Analysis of Statistics

Physical activity, older people, smoking and mental health have been identified as the major priorities for the LSP to concentrate



on and the high-level action plan (Section 16, Appendix E) has those headings as its key priorities. (NB: The priority of older people will link to the Older People Group)

### Meeting the needs of children and young people

The key statistics about children and young people in the District:

- Primary Schools – Parkside Middle School had the highest percentage of half days missed due to authorised absence, whereas Aston Fields Middle School and Catshill Middle School had the highest proportion of unauthorised absences.
- Secondary Schools – South Bromsgrove Community High School had the highest percentage of half days missed due to authorised and unauthorised absences (7.2% and 2.5% respectively).
- At 2004, Bromsgrove had the second lowest teenage conception rate of all authorities in Worcestershire, next to Malvern Hills. The rate in Bromsgrove (22.4 conceptions per 1,000 females) is almost half that of the England average. The rate has also decreased in Bromsgrove from 26.7 in 1997, whereas some districts in the County have experienced an increase in the rate.
- The highest teenage conception rate was in Charford ward, which corresponds with the lowest proportion of boys and girls achieving 5 or more GCSEs A\*-C.
- 84% of students leaving Year 11 in 2006 stayed on in full-time education, with a further 7% leaving to take up employment.
- The proportion of 16-18 year olds not in education, employment or training decreased from 4.3% in June 2006 to 3.6% in November 2006.
- Obesity is one of the biggest public health issues currently facing England. Obesity increases the risk of Type 2 diabetes, cardiovascular disease, joint disease and some cancers. The prevalence of obesity in England has continued to rise among both adults and children. The increase in obesity has been most marked however, amongst children and has trebled over the last twenty years. Obesity in children aged 2-10 has risen nationally from 11% in 1995 to 17% in 2005. For Bromsgrove children of Reception class age, 24% are recorded as being overweight or obese in 2006-07. In year 6 (those aged 11), this figure rises to 30%.

#### Analysis of Statistics

Attainment and achievement (improving opportunities for), Acceptance and inclusion (engagement of children and young people), and childhood obesity have been identified as the major priorities for the LSP to concentrate and the high-level action plan (Section 16, Appendix F) has those headings as its key priorities.

## Stronger Communities

The key statistics about stronger communities in the District:

- Parts of Uffdown ward are the least accessible (by road) to a GP's practice.
- Tardebigge ward and parts of Alvechurch, Hillside and Furlongs ward are the furthest from a primary school.
- Parts of Furlong ward are over 4.5km from a supermarket or convenience store.
- Parts of Alvechurch ward are over 3km from a Post Office.
- The greatest level of income deprivation affecting children is found in parts of Charford and Sidemoor ward, where over 25% of children live in families that are income deprived.
- An estimated 856 dwellings are unfit, accounting for just 2.5% of the housing stock. This compares very favourably to an unfitness rate of 4.2% nationally and 5.8% in the West Midlands (2001 EHCS).
- The priorities for improvement identified by Bromsgrove residents are road and pavements, level of crime and transport congestion

### Analysis of Statistics

Older people and housing have been identified as the major priorities for the LSP to concentrate on under the Stronger Communities block. There are high-level action plans for each of those priorities. Section 14 Appendix G, Older People, has the following key priorities: establish an Older People's Theme Group; agree three priorities for the group to deliver and some potential priorities. Section 16, Appendix H, Housing, has priorities to look at the housing market, housing/planning policy and housing migration South Housing Market Area.

## Transport

The key statistics about transport in the District are:-

- Over the last 10 years the number of people using Bromsgrove train station has increased by 400%, the strongest growth rate in Worcestershire.
- The station has been identified in the Regional Spatial Strategy 2 as a potential park and ride.
- Only 27% of residents are satisfied with the current station design and layout. Network Rail and its partners are set to invest £12,000,000 in regenerating the station.

- The existing rail franchises for the station are currently under review and the unsatisfactory services may be reduced further.
- The Council supports the Rural Rides scheme, but this is unsuitable for people with disabilities. Redditch Borough Council operates a Dial A Ride Scheme.
- An estimated 6,964 households in the District have one or more members in an identified special needs group. This is 19.1% of all households in the District, well above the national average; of these 56.7% have a physical disability and 37% are frail elderly.
- The elderly population is predicted to expand as a proportion of the overall District population, with the over 80s population estimated to increase by 123.3% in the period 2004 to 2029.
- Serious congestion on the M42 eastbound is now almost a daily occurrence and the A38 in Bromsgrove is the busiest A road in Worcestershire.
- Bromsgrove is not identified in either the Regional Spatial Strategy 2 or the current Worcestershire Integrated Passenger Transport Strategy, as a transport priority.
- The Council's Members are concerned about the quality of buses and the provision of routes and are currently undertaking a Bus Scrutiny Task Group.

#### Analysis of Statistics

Bromsgrove station needs regeneration and an expansion of services in order to cope with demand. The Local Strategic Partnership needs to consider how it responds to the transport needs of an ageing population, in particular, community transport and improved buses and routes. Both the station and improved and integrated public transport will also help tackle the increased congestion which, if not addressed, could impair the future economic growth of the District.

In addition to the train station, we want transport to be better integrated across the District, so that people can get from the outlying villages to the town centre and train station. This needs to include compliance with disability legislation and better transport for all sections of our communities.

## **16. High Level Action Plans**

- 16.1 Attached as Appendices A – K are the high-level action plans for each theme or project group. Appendix O gives a description of the LAA National Indicators cited in the High Level Action Plans. The final two columns are blank, as these are designed to be used to report progress to the LSP Board.

**APPENDIX A: COMMUNITIES THAT ARE SAFE AND FEEL SAFE HIGH LEVEL ACTION PLAN  
THEME CHAIR: TONY LOVE**

**Priority: to reduce fear & perception of crime**

<b>Key Deliverable (Outcomes)</b>	<b>Baseline</b>	<b>Outputs</b>	<b>How do we know we are getting there?</b>	<b>Completion Date</b>	<b>Resource</b>	<b>Lead Partner</b>	<b>LAA Link</b>	<b>Progress to Date XXX</b>	<b>Status</b>
People's perception of anti social behaviour matches reality	In 2007/08, 56% of people surveyed expressed a fear of crime (50% expressed a fear of ASB**) ( <i>**2007 fear of crime survey</i> )	Year on year reduction of fear of crime and ASB*  *Because we are dealing with perception, it is difficult to set a target, so we are seeking to continuously improve	Survey result, PACT priorities eg local policing and local reassurance, face to face surveys, campaign via GNN in place publicised with CDRPs	End April 2009 (repeat annually)	CDRP – All partners	Police	NI 17 NI 21		
				End April 2010					
				End April 2011					
Reduction in anti-social behaviour in key areas*  *(Defined via use of dedicated	6239 reported incidents of ASB in 2006/07 and 6135 in 2007/08 in	2% reduction* on 06/07 figures by 09/10** (from 6239 to 6114)	CDRP activity to tackle ASB. ASB letters delivered Local policing activity through PACT	31 <sup>st</sup> March 2009	ASB Co-ordinator (police) CDRP partners LAA funding if	Police	NI17 NI 21		

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<b>Key Deliverable (Outcomes)</b>	<b>Baseline</b>	<b>Outputs</b>	<b>How do we know we are getting there?</b>	<b>Completion Date</b>	<b>Resource</b>	<b>Lead Partner</b>	<b>LAA Link</b>	<b>Progress to Date XXX</b>	<b>Status</b>
CDRP Analyst to highlight and prioritise those areas).	key areas	2% reduction* on 06/07 figures by 09/10** (from 6239 to 6114  (4% in total by 31 <sup>st</sup> March 2010)	publicity Monthly stats for Bromsgrove District confirming levels of reported ASB by Ward	31 <sup>st</sup> March 2010	required				
Improved safety through reduced recorded crime in serious acquisitive crime categories	2007/08: 1363 crimes	Target 1174 crimes: -13.9% reduction in acquisitive crime (including burglary, dwelling, robbery, TOMV & TFMV)	CDRP tasking activity POPO strategy for re-offending	31 <sup>st</sup> March 2009	Police/ partners LAA funding for specific schemes If required	Police	NI20 NI21		
				31 <sup>st</sup> March 2010					
				31 <sup>st</sup> March 2011					

**APPENDIX B: BETTER ENVIRONMENT HIGH LEVEL ACTION PLAN  
THEME GROUP CHAIR: RACHEL JONES**

**PRIORITY: To reduce greenhouse gas emissions and adapt to impacts of climate change**

<b>Key Deliverables (Outcomes)</b>	<b>Baseline</b>	<b>Outputs</b>	<b>How do we know we are getting there?</b>	<b>Completion Date</b>	<b>Resource</b>	<b>Lead Partner</b>	<b>LAA Link</b>	<b>Progress to date XXX</b>	<b>Status</b>
Reduce CO2 to improve energy efficiency – 9% reduction by 31.3.2011	6.5 tonnes total emissions per capita (2005 baseline)	Develop a Sustainability Framework for BDC	Framework developed	31 <sup>st</sup> March 2009	BDC	BDC	NI186		
	HECA (Home Energy Conservation Act) %	Develop and run a home insulation scheme	Number of measures installed (225 installations)	31 <sup>st</sup> March 2009	BDC	BDC WEEAC	NI186 NI187		

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<b>Key Deliverables (Outcomes)</b>	<b>Baseline</b>	<b>Outputs</b>	<b>How do we know we are getting there?</b>	<b>Completion Date</b>	<b>Resource</b>	<b>Lead Partner</b>	<b>LAA Link</b>	<b>Progress to date XXX</b>	<b>Status</b>
	improvement in energy efficiency 2006/07 24.6%	Use DEFRA questionnaire data to establish indicative Standard Assessment Procedure (SAP) (national energy rating where 1 = bad and 100 = excellent) ratings across the District	Baseline SAP % below 35 and above 65 established	31 <sup>st</sup> January 2009	BDC	WEEAC	NI187		



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THEME GROUP CHAIR: RACHEL JONES**

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<b>Key Deliverables (Outcomes)</b>	<b>Baseline</b>	<b>Outputs</b>	<b>How do we know we are getting there?</b>	<b>Completion Date</b>	<b>Resource</b>	<b>Lead Partner</b>	<b>LAA Link</b>	<b>Progress to date XXX</b>	<b>Status</b>
	New legislation October 2008	Ensure Display Energy Certificates are displayed in public buildings over 1000sq.m  (NB Links to NI185)	Number of DEC displayed in public buildings	31 <sup>st</sup> March 2009	BDC	LSP Theme Group	NI186		
		Develop village 'Go Greener' schemes	Number of villages participating – 3 to be targeted	31 <sup>st</sup> March 2009	BDC & LSP Theme Group partners	BDC WEEAC	NI186 NI188		

**APPENDIX B: BETTER ENVIRONMENT HIGH LEVEL ACTION PLAN  
THEME GROUP CHAIR: RACHEL JONES**

**PRIORITY: To reduce greenhouse gas emissions and adapt to impacts of climate change**

<b>Key Deliverables (Outcomes)</b>	<b>Baseline</b>	<b>Outputs</b>	<b>How do we know we are getting there?</b>	<b>Completion Date</b>	<b>Resource</b>	<b>Lead Partner</b>	<b>LAA Link</b>	<b>Progress to date XXX</b>	<b>Status</b>
		Develop and deliver Energy Efficiency Scheme for Private Rented Accommodation	Funds allocated, grants promoted and available	31 <sup>st</sup> March 2009	BDC	BDC	NI186 NI187		
Travel Plan for BDC (council only)	2005 baseline data (to be reviewed)	Travel Plan developed  (NB Links to NI185)	Ratified by Councillors	31 <sup>st</sup> March 2009	BDC	BDC	NI186 NI188		
		Reduction in private car usage	10% of staff car sharing	31 <sup>st</sup> March 2010	BDC	BDC with support from WCC	NI186		
			No. staff travelling to work via other modes of travel	31 <sup>st</sup> March 2011	BDC	BDC with support from WCC	NI186		

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**PRIORITY: To reduce greenhouse gas emissions and adapt to impacts of climate change**

<b>Key Deliverables (Outcomes)</b>	<b>Baseline</b>	<b>Outputs</b>	<b>How do we know we are getting there?</b>	<b>Completion Date</b>	<b>Resource</b>	<b>Lead Partner</b>	<b>LAA Link</b>	<b>Progress to date XXX</b>	<b>Status</b>
Travel Plan for Bromsgrove District	Figures for district need to be established	Sign up by external organisations	Baseline data established	31 <sup>st</sup> March 2010	BDC	BDC WCC	NI186		
			Numbers signed up to Plan.	31 <sup>st</sup> March 2011	BDC	BDC WCC	NI186		
Bromsgrove District Council adapts to impacts of Climate Change. Achieve Level 2 of NI188 by 31.3.2011	Benchmark current climate change activities	Establish current situation	Benchmarking undertaking	31 <sup>st</sup> December 2008	BDC WCC	Chair of Theme Group	NI188		
	Ensure adaptation issues are developed within BDC Core Strategy	a) Ensure that all developments can cope with increases in temperature and drier/wetter weather	Included in Core Strategy	31 <sup>st</sup> March 2010	BDC	BDC	NI186 NI188		

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**PRIORITY: To reduce greenhouse gas emissions and adapt to impacts of climate change**

<b>Key Deliverables (Outcomes)</b>	<b>Baseline</b>	<b>Outputs</b>	<b>How do we know we are getting there?</b>	<b>Completion Date</b>	<b>Resource</b>	<b>Lead Partner</b>	<b>LAA Link</b>	<b>Progress to date XXX</b>	<b>Status</b>
		b) Ensure that all new developments incorporate sustainable drainage systems	Included in Core Strategy	31 <sup>st</sup> March 2010	BDC	BDC	NI188		
		c) Develop renewable energy policy for new developments	Included in Core Strategy	31 <sup>st</sup> March 2010	BDC	BDC	NI188		

**APPENDIX B: BETTER HIGH LEVEL ACTION PLAN  
THEME GROUP CHAIR: RACHEL JONES**

**PRIORITY: Reduce waste, increase recycling and ensure cleaner, greener and safer public spaces**

<b>Key Deliverables (Outcomes)</b>	<b>Baseline</b>	<b>Outputs</b>	<b>How do we know we are getting there?</b>	<b>Completion Date</b>	<b>Resource</b>	<b>Lead Partner</b>	<b>LAA Link</b>	<b>Progress to date XXX</b>	<b>Status</b>	
Increase in tonnage of waste sent by BDC for recycling and a decrease in tonnage of residual waste sent for disposal	Measured by NI191, residual household waste per household waste (07/08 baseline 579.94kg)	Increased reuse, recycling and composting of household waste LAA targets to be confirmed	Improvement monitored and reported monthly. NB: Strategy runs until 2034. Figures reported annually	31 <sup>st</sup> March 2009	BDC	BDC	NI193			
				31 <sup>st</sup> March 2010						
				31 <sup>st</sup> March 2011						
				31 <sup>st</sup> March 2011						
	NI192, % of household waste sent for reuse, recycling and composting (07/08 baseline 43.57%)	Increased reuse, recycling and composting of household waste LAA targets to be confirmed			31 <sup>st</sup> March 2009					
					31 <sup>st</sup> March 2010					
					31 <sup>st</sup> March 2011					
					31 <sup>st</sup> March 2011					

**APPENDIX B: BETTER HIGH LEVEL ACTION PLAN  
THEME GROUP CHAIR: RACHEL JONES**

**PRIORITY: Reduce waste, increase recycling and ensure cleaner, greener and safer public spaces**

<b>Key Deliverables (Outcomes)</b>	<b>Baseline</b>	<b>Outputs</b>	<b>How do we know we are getting there?</b>	<b>Completion Date</b>	<b>Resource</b>	<b>Lead Partner</b>	<b>LAA Link</b>	<b>Progress to date XXX</b>	<b>Status</b>
Clean and safe streets	NI195 Improved street and environmental cleanliness a) litter 11% b) Grafitti 5% c) Fly posting 1%  Customer Panel survey: Customer satisfaction of cleanliness of public open spaces (07/08 baseline 37%)	Joined up working between Street Scene & Community Services	Improved performance monitored and reported annually	Annual report 31 <sup>st</sup> March 2009	BDC	BDC	NI195		
				Annual Report 31 <sup>st</sup> March 2010					
				Annual Report 31 <sup>st</sup> March 2011					

**APPENDIX B: BETTER HIGH LEVEL ACTION PLAN  
THEME GROUP CHAIR: RACHEL JONES**

**PRIORITY: Protect and improve the natural environment**

<b>Key Deliverables (Outcomes)</b>	<b>Baseline</b>	<b>Outputs</b>	<b>How do we know we are getting there?</b>	<b>Completion Date</b>	<b>Resource</b>	<b>Lead Partner</b>	<b>LAA Link</b>	<b>Progress to date XXX</b>	<b>Status</b>
Translation of revised county level BAP into local action to protect and improve biodiversity	BAP review under way	Worcestershire BAP revised  (NB Links NI197)	Progress on BAP revision and priority setting	July 2008 for BAP review	Worcs Biodiversity Partnership Natural England GOWM	WBP	NI188		
		Biodiversity Programme & Water Vole Strategy revisited and implemented	Review of action taken so far and identification of further action required to protect/enhance water voles and their habitat in the District.	31 <sup>st</sup> March 2010	BDC	BDC	NI188		

**APPENDIX B: BETTER HIGH LEVEL ACTION PLAN  
THEME GROUP CHAIR: RACHEL JONES**

**PRIORITY: Protect and improve the natural environment**

<b>Key Deliverables (Outcomes)</b>	<b>Baseline</b>	<b>Outputs</b>	<b>How do we know we are getting there?</b>	<b>Completion Date</b>	<b>Resource</b>	<b>Lead Partner</b>	<b>LAA Link</b>	<b>Progress to date XXX</b>	<b>Status</b>
	Previous BDC Biodiversity Programme dated 2000	Revision of Biodiversity Programme	BDC Biodiversity Programme revised (taking into account obligations under Natural England & Rural Communities Act 2006 and new actions arising from the Biodiversity Action Plan	31 <sup>st</sup> March 2010	BDC with assistance from Worcs Biodiversity Partnership	BDC	NI188		
BDC to sign up to West Midlands Biodiversity Action Plan and Pledge	Discussion paper to Council	Sign up to plan and pledge	BDC commitment	31 <sup>st</sup> December 2008	BDC	BDC	NI188		
One Local Nature Reserve	No Local Nature Reserves and	LNR designation: 1 LNR in	Work being carried out towards	31 <sup>st</sup> March 2010 (end of period for	BDC & Worcs Biodiversity	BDC	NI188		



**APPENDIX B: BETTER HIGH LEVEL ACTION PLAN  
THEME GROUP CHAIR: RACHEL JONES**

**PRIORITY: Protect and improve the natural environment**

<b>Key Deliverables (Outcomes)</b>	<b>Baseline</b>	<b>Outputs</b>	<b>How do we know we are getting there?</b>	<b>Completion Date</b>	<b>Resource</b>	<b>Lead Partner</b>	<b>LAA Link</b>	<b>Progress to date XXX</b>	<b>Status</b>
	no district specific biodiversity projects identified	District	assessing potential for LNRs and development of other projects using BAP and Habitat Inventory	LNR designation)	Partnership				
Special Wildlife sites in the District are being managed appropriately	To be confirmed. Work to be done via Theme Group	Increase in number of Special Wildlife Sites under active conservation management (NB Links to NI197)  (actual figure to be confirmed)	Special Wildlife Sites are entered into conservation management grant schemes or are receiving and acting upon other appropriate advice	31 <sup>st</sup> March 2010	BDC Worcs Biodiversity Partnership Special Wildlife Site Partnership	Special Wildlife Site Partnership			

**APPENDIX C: TOWN CENTRE REDEVELOPMENT HIGH LEVEL ACTION PLAN  
THEME GROUP CHAIR: PHIL STREET**

**PRIORITY: Town Centre Redevelopment**

<b>Key Deliverables (Outcomes)</b>	<b>Baseline</b>	<b>Outputs</b>	<b>How do we know we are getting there?</b>	<b>Completion Date</b>	<b>Resource</b>	<b>Lead Partner</b>	<b>LAA Link</b>	<b>Progress to date XXX</b>	<b>Status</b>
Resident and community involvement	Legislative requirement to consult with community regarding major planning development	Carry out Issues & Options and Preferred Option consultation	Consultation documents produced at each stage and consultations completed	Issues & Options consultation completed by 31 <sup>st</sup> July 2008	BDC	BDC	N/A		
				Produce Area Action Plan by 31 <sup>st</sup> March 2011	BDC	BDC	N/A		
Secure active partnership involvement in town centre redevelopment	Strengthen partnership involvement	Maintain partnership involvement on steering group and progress partnership developments	High level attendance by partners' representatives at steering group	31 <sup>st</sup> March 2009	BDC Police Fire & Rescue Service County Council Health Service	BDC/ County Council	N/A		

**APPENDIX C: TOWN CENTRE REDEVELOPMENT HIGH LEVEL ACTION PLAN  
THEME GROUP CHAIR: PHIL STREET**

**PRIORITY: Town Centre Redevelopment**

<b>Key Deliverables (Outcomes)</b>	<b>Baseline</b>	<b>Outputs</b>	<b>How do we know we are getting there?</b>	<b>Completion Date</b>	<b>Resource</b>	<b>Lead Partner</b>	<b>LAA Link</b>	<b>Progress to date XXX</b>	<b>Status</b>
			New developments in town centre led by partners	31 <sup>st</sup> March 2011	BDC Police Fire & Rescue Service County Council Health Service	BDC/ County Council	N/A		
Expand retail offer in town centre	Low level of retail activity and no new retail opportunities	Progress retail developments in the town centre	Reach agreement with retailers regarding sites and planning permission	Agree development on market hall site for new development by 31 <sup>st</sup> December 2008	Build on issues and options preferred option work	BDC & WCC	N/A		
				Promote one other retail development by 31 <sup>st</sup> March 2010	Build on issues and options preferred option work	BDC & WCC	N/A	No action at this time.	

**APPENDIX D: LONGBRIDGE HIGH LEVEL ACTION PLAN  
THEME GROUP CHAIR: PHIL STREET**

**PRIORITY: Longbridge Regeneration**

<b>Key Deliverables (Outcomes)</b>	<b>Baseline</b>	<b>Outputs</b>	<b>How do we know we are getting there?</b>	<b>Completion Date</b>	<b>Resource</b>	<b>Lead Partner</b>	<b>LAA Link</b>	<b>Progress to date XXX</b>	<b>Status</b>
Creation of employment opportunities at Cofton Centre	Work with developer to secure businesses on remaining 18 acres	A minimum of 3 businesses attracted to occupy business units at Cofton Centre	3 businesses per year have entered into an agreement to occupy units at Cofton Centre	31 <sup>st</sup> March 2009	BDC – Information and monitoring by Economic Development Manager	BDC	NI152 NI166 NI171		
				31 <sup>st</sup> March 2010	BDC – Information and monitoring by Economic Development Manager	BDC	NI152 NI166 NI171		
				31 <sup>st</sup> March 2011	BDC – Information and monitoring by Economic Development Manager	BDC	NI152 NI166 NI171		

**APPENDIX D: LONGBRIDGE HIGH LEVEL ACTION PLAN  
THEME GROUP CHAIR: PHIL STREET**

**PRIORITY: Longbridge Regeneration**

<b>Key Deliverables (Outcomes)</b>	<b>Baseline</b>	<b>Outputs</b>	<b>How do we know we are getting there?</b>	<b>Completion Date</b>	<b>Resource</b>	<b>Lead Partner</b>	<b>LAA Link</b>	<b>Progress to date XXX</b>	<b>Status</b>
Monitor and disseminate information on Area Action Plan	AAP submitted to Secretary of State	AAP is approved by Planning Inspectorate	AAP successfully passes through EiP stage	31 <sup>st</sup> March 2010	AAP document	BDC & Birmingham City Council	N/A		

APPENDIX E: HEALTH & WELL BEING HIGH LEVEL ACTION PLAN THEME GROUP CHAIR: LIZ ALTAY									
PRIORITY: Physical Activity									
Key Deliverables (Outcomes)	Baseline	Outputs	How do we know we are getting there?	Completion Date	Resource	Lead Partner	LAA Link	Progress to date XXX	Status
"Add years to life and life to years" – increase life expectancy and reduce morbidity	Only 22% of adults take exercise 3 or more times a week <i>(Baseline from 2006 "Active People" Survey)</i>	1% year on year increase in physical activity participation annually (adults)  <i>(Active People Survey will be repeated in 2009)</i>	Map/audit all current sport & physical activity	31 <sup>st</sup> March 2009	CSN Funding	BECAN	NI8 NI121		
			Develop website/ brochures for signposting	31 <sup>st</sup> March 2010	Theme Group Funding	PCT			
			Increase leisure centre usage by 2%	31 <sup>st</sup> March 2010	BDC	BDC			
			Roll out of new initiatives: a) Best Foot Forward Walks	31 <sup>st</sup> March 2009	BECAN School Sports Partnership Theme Group Funding	BECAN			
				31 <sup>st</sup> March 2010					

**APPENDIX E: HEALTH & WELL BEING HIGH LEVEL ACTION PLAN  
THEME GROUP CHAIR: LIZ ALTAY**

**PRIORITY: Physical Activity**

<b>Key Deliverables (Outcomes)</b>	<b>Baseline</b>	<b>Outputs</b>	<b>How do we know we are getting there?</b>	<b>Completion Date</b>	<b>Resource</b>	<b>Lead Partner</b>	<b>LAA Link</b>	<b>Progress to date XXX</b>	<b>Status</b>
			for Health b) Physical Activity Referral Scheme c) Try New Things d) Keep On Moving e) Angling	31 <sup>st</sup> March 2011					

**APPENDIX E: HEALTH & WELL BEING HIGH LEVEL ACTION PLAN  
THEME GROUP CHAIR: LIZ ALTAY**

**PRIORITY: Smoking**

<b>Key Deliverables (Outcomes)</b>	<b>Baseline</b>	<b>Outputs</b>	<b>How do we know we are getting there?</b>	<b>Completion Date</b>	<b>Resource</b>	<b>Lead Partner</b>	<b>LAA Link</b>	<b>Progress to date XXX</b>	<b>Status</b>
Reduce prevalence of smoking	24% of population smoke (national figures)	Reduce adult smoking rates by 3% by 2010	Continue to support employers and retailers with smoking ban in workplace/ underage sales	31 <sup>st</sup> March 2009	LSP Partners	PCT	NI121 NI123		
				31 <sup>st</sup> March 2010					
		Increase numbers successfully quitting at 4 weeks	Develop Homes & Business Heartsmart Award	31 <sup>st</sup> December 2008					
			Develop opportunities to provide local smoking cessation	31 <sup>st</sup> March 2010	Theme Group Funding	PCT			



**APPENDIX E: HEALTH & WELL BEING HIGH LEVEL ACTION PLAN  
THEME GROUP CHAIR: LIZ ALTAY**

**PRIORITY: Smoking**

<b>Key Deliverables (Outcomes)</b>	<b>Baseline</b>	<b>Outputs</b>	<b>How do we know we are getting there?</b>	<b>Completion Date</b>	<b>Resource</b>	<b>Lead Partner</b>	<b>LAA Link</b>	<b>Progress to date XXX</b>	<b>Status</b>
			Brief intervention training for LSP partners with contacts with clients/ patients/ customers	31 <sup>st</sup> March 2009	Theme Group Funding	PCT			
		Reduce the inequality in smoking rates in more deprived areas	Determine smoking rates by deprivation quintile and target specific areas	31 <sup>st</sup> March 2010	Theme Group Funding	PCT			

**APPENDIX E: HEALTH & WELL BEING HIGH LEVEL ACTION PLAN  
THEME GROUP CHAIR: LIZ ALTAY**

**PRIORITY: Mental Health**

<b>Key Deliverables (Outcomes)</b>	<b>Baseline</b>	<b>Outputs</b>	<b>How do we know we are getting there?</b>	<b>Completion Date</b>	<b>Resource</b>	<b>Lead Partner</b>	<b>LAA Link</b>	<b>Progress to date XXX</b>	<b>Status</b>
Improve mental health	6.2% of adults registered with Bromsgrove GPs with a diagnoses of depression (2006)  Adult mortality rate from suicide 8.61 per 100,000 (2004/06)	Establish Local Government & NHS as exemplars in employment practice by improving employment practice and promoting positive mental health at work policies	Review of current practice against evidence based positive mental health policies	31 <sup>st</sup> October 2009	All Partners  Theme Group Fund	PCT MHPT	NI142 NI150		
			Integrate local planning and activity with 'wellness works' workplace strategy	31 <sup>st</sup> March 2010					

**APPENDIX E: HEALTH & WELL BEING HIGH LEVEL ACTION PLAN  
THEME GROUP CHAIR: LIZ ALTAY**

**PRIORITY: Mental Health**

<b>Key Deliverables (Outcomes)</b>	<b>Baseline</b>	<b>Outputs</b>	<b>How do we know we are getting there?</b>	<b>Completion Date</b>	<b>Resource</b>	<b>Lead Partner</b>	<b>LAA Link</b>	<b>Progress to date XXX</b>	<b>Status</b>
			Develop and deliver mental health awareness promotion and signposting initiatives for wide range of community based stakeholders	31 <sup>st</sup> March 2011					

**APPENDIX E: HEALTH & WELL BEING HIGH LEVEL ACTION PLAN  
THEME GROUP CHAIR: LIZ ALTAY**

**PRIORITY: Older People**

<b>Key Deliverables (Outcomes)</b>	<b>Baseline</b>	<b>Outputs</b>	<b>How do we know we are getting there?</b>	<b>Completion Date</b>	<b>Resource</b>	<b>Lead Partner</b>	<b>LAA Link</b>	<b>Progress to date XXX</b>	<b>Status</b>
Improve health and well being of older people through ageing well type scheme	None	To develop an "Age Well" scheme within Bromsgrove District	Integrated referral pathway developed which will include any existing services and identify gaps in services	31 <sup>st</sup> March 2010	All partners	Non-statutory agencies for older people	NI121 NI142		

**APPENDIX E: HEALTH & WELL BEING HIGH LEVEL ACTION PLAN  
THEME GROUP CHAIR: LIZ ALTAY**

**PRIORITY: Alcohol**

<b>Key Deliverables (Outcomes)</b>	<b>Baseline</b>	<b>Outputs</b>	<b>How do we know we are getting there?</b>	<b>Completion Date</b>	<b>Resource</b>	<b>Lead Partner</b>	<b>LAA Link</b>	<b>Progress to date XXX</b>	<b>Status</b>
Local Alcohol Misuse Reduction Action Plan	<p>Alcohol specific hospital admissions for males 275.41 per 100,000 (2005/06)</p> <p>Alcohol specific hospital admissions for females 127.64 per 100,000 (2005/06)</p> <p>Alcohol specific hospital admissions under 18s 69.17 per 100,000 (2005/06)</p>	Reduce alcohol harm related hospital admissions	Set up partner group. Map local issues. Action plan to include ill health, crime and disorder, under age drinking, working with the industry (pubs, clubs, shops), awareness raising	31 <sup>st</sup> March 2009	Theme Group funding	PCT Police	NI39		

**APPENDIX F: CHILDREN & YOUNG PEOPLE HIGH LEVEL ACTION PLAN  
THEME GROUP CHAIR: ELAINE MORTIMORE**

**PRIORITY: Healthy Lifestyles for Children & Young People**

<b>Key Deliverables (Outcomes)</b>	<b>Baseline</b>	<b>Outputs</b>	<b>How do we know we are getting there?</b>	<b>Completion Date</b>	<b>Resource</b>	<b>Lead Partner</b>	<b>LAA Link</b>	<b>Progress to date XXX</b>	<b>Status</b>
Support Children and Young People to Lead Healthy Lifestyles	Average percentage of obese children aged 4 to 11 years in Bromsgrove is 13%	By launching Bromsgrove's 'Cool to be Healthy' campaign we contribute to reducing the proportion of overweight and obese children to 2000 levels by 2020.	Obtain data from national measurement programme being operated locally by the PCT that has been in place since summer 2006. The programme aims to measure the height and weight of all primary school children in reception year (ages 4-5) and year 6 (ages 10-11).	31 <sup>st</sup> March 2009	PCT Childhood Obesity Strategy; Play Strategy; Extended Services; School Sport Trust Strategy; Healthy Schools Strategy	BDC / PCT	NI 56		

**APPENDIX F: CHILDREN & YOUNG PEOPLE HIGH LEVEL ACTION PLAN  
THEME GROUP CHAIR: ELAINE MORTIMORE**

**PRIORITY: Healthy Lifestyles for Children & Young People**

<b>Key Deliverables (Outcomes)</b>	<b>Baseline</b>	<b>Outputs</b>	<b>How do we know we are getting there?</b>	<b>Completion Date</b>	<b>Resource</b>	<b>Lead Partner</b>	<b>LAA Link</b>	<b>Progress to date XXX</b>	<b>Status</b>
			Prepared Bromsgrove's 'Cool to be Healthy' campaign, launched leaflet and produced locally focussed guidelines	31 <sup>st</sup> March 2009	PCT Childhood Obesity Strategy; Play Strategy; Extended Services; School Sport Trust Strategy; Healthy Schools Strategy	BDC / PCT	NI 56		
			Receive monitoring data from PCT on latest obesity statistics	31 <sup>st</sup> March 2009	PCT	PCT	NI 56		
		31 <sup>st</sup> March 2010							
		31 <sup>st</sup> March 2011							

**APPENDIX F: CHILDREN & YOUNG PEOPLE HIGH LEVEL ACTION PLAN  
THEME GROUP CHAIR: ELAINE MORTIMORE**

**PRIORITY: Healthy Lifestyles for Children & Young People**

<b>Key Deliverables (Outcomes)</b>	<b>Baseline</b>	<b>Outputs</b>	<b>How do we know we are getting there?</b>	<b>Completion Date</b>	<b>Resource</b>	<b>Lead Partner</b>	<b>LAA Link</b>	<b>Progress to date XXX</b>	<b>Status</b>
			Hold a 'Cool to be Healthy' day in Bromsgrove	31 <sup>st</sup> March 2010	PCT Childhood Obesity Strategy; Play Strategy; Extended Services; School Sport Trust Strategy; Healthy Schools Strategy	BDC / PCT	NI 56		



**APPENDIX F: CHILDREN & YOUNG PEOPLE HIGH LEVEL ACTION PLAN  
THEME GROUP CHAIR: ELAINE MORTIMORE**

**PRIORITY: Healthy Lifestyles for Children & Young People**

<b>Key Deliverables (Outcomes)</b>	<b>Baseline</b>	<b>Outputs</b>	<b>How do we know we are getting there?</b>	<b>Completion Date</b>	<b>Resource</b>	<b>Lead Partner</b>	<b>LAA Link</b>	<b>Progress to date XXX</b>	<b>Status</b>
			Hold a 'Cool to be Healthy' seminar for those working or involved with children and young people's health	31 <sup>st</sup> March 2011	PCT Childhood Obesity Strategy; Play Strategy; Extended Services; School Sport Trust Strategy; Healthy Schools Strategy	BDC / PCT	NI 56		

**APPENDIX F: CHILDREN & YOUNG PEOPLE HIGH LEVEL ACTION PLAN  
THEME GROUP CHAIR: ELAINE MORTIMORE**

**PRIORITY: Children being involved and making a contribution**

<b>Key Deliverables (Outcomes)</b>	<b>Baseline</b>	<b>Outputs</b>	<b>How do we know we are getting there?</b>	<b>Completion Date</b>	<b>Resource</b>	<b>Lead Partner</b>	<b>LAA Link</b>	<b>Progress to date XXX</b>	<b>Status</b>
Promote Positive Involvement of Children and Young People in Decision Making	Current level of participation in decision making	By organising an annual Children & Young People Convention, the LSP will further experience of positive involvement. The LSP will encourage other organisations to promote positive involvement in decision making.	Collect data to set baseline for Bromsgrove on positive involvement in children and young people's organisations.	31 <sup>st</sup> March 2009	Worcestershire County Council Youth Support; Citizenship Strategy; Big Questionnaire results	Worcestershire County Council Youth Support / BDC	NI 110		
NB: Links also to Health & Well Being Theme Group Physical Activity element									

**APPENDIX F: CHILDREN & YOUNG PEOPLE HIGH LEVEL ACTION PLAN  
THEME GROUP CHAIR: ELAINE MORTIMORE**

**PRIORITY: Children being involved and making a contribution**

<b>Key Deliverables (Outcomes)</b>	<b>Baseline</b>	<b>Outputs</b>	<b>How do we know we are getting there?</b>	<b>Completion Date</b>	<b>Resource</b>	<b>Lead Partner</b>	<b>LAA Link</b>	<b>Progress to date XXX</b>	<b>Status</b>
			Collect data from all schools, colleges and youth organisations in Bromsgrove on current opportunities for positive involvement for children and young people in decision making.	31 <sup>st</sup> March 2009	Worcestershire County Council Youth Support; Citizenship Strategy; Big Questionnaire results	BDC	NI 110		
			Organise a Bromsgrove Children and People's Convention.	31 <sup>st</sup> March 2009	LSP	BDC			
				31 <sup>st</sup> March 2010	LSP	BDC			
				31 <sup>st</sup> March 2011	LSP	BDC			

**APPENDIX F: CHILDREN & YOUNG PEOPLE HIGH LEVEL ACTION PLAN  
THEME GROUP CHAIR: ELAINE MORTIMORE**

**PRIORITY: Children being involved and making a contribution**

<b>Key Deliverables (Outcomes)</b>	<b>Baseline</b>	<b>Outputs</b>	<b>How do we know we are getting there?</b>	<b>Completion Date</b>	<b>Resource</b>	<b>Lead Partner</b>	<b>LAA Link</b>	<b>Progress to date XXX</b>	<b>Status</b>
			Prepare a database on opportunities for positive involvement of children and young people in decision making.	31 <sup>st</sup> March 2010	TBC	BDC			
			Produce a leaflet for schools, colleges and youth organisations on promoting positive involvement of children and young people in decision making.	31 <sup>st</sup> March 2011	TBC	BDC	N I110		

**APPENDIX F: CHILDREN & YOUNG PEOPLE HIGH LEVEL ACTION PLAN  
THEME GROUP CHAIR: ELAINE MORTIMORE**

**PRIORITY: Promoting children's well being**

<b>Key Deliverables (Outcomes)</b>	<b>Baseline</b>	<b>Outputs</b>	<b>How do we know we are getting there?</b>	<b>Completion Date</b>	<b>Resource</b>	<b>Lead Partner</b>	<b>LAA Link</b>	<b>Progress to date XXX</b>	<b>Status</b>
Promote well being through access to opportunities and sport	Set baseline through obtaining data on opportunities and support for children and young people aged 4 – 19 years	Increase awareness amongst children and young people in formal or informal activities and advice services	Collect data on informal and formal activities for children and young people	31 <sup>st</sup> March 2009	Big Questionnaire	BDC	NI 69 NI 110		
			Collect data on sport services for children and young people and obtain sponsorship for 'Being Young in Bromsgrove' website	31 <sup>st</sup> March 2010	TBC	BDC	NI 110		
			Set up 'Being Young in Bromsgrove' website	31 <sup>st</sup> March 2011	TBC	BDC	NI 110		

**APPENDIX G: OLDER PEOPLE HIGH LEVEL ACTION PLAN  
THEME GROUP CHAIR: ANN SOWTON**

**PRIORITY: Older People have access to information and advice**

<b>Key Deliverables (Outcomes)</b>	<b>Baseline</b>	<b>Outputs</b>	<b>How do we know we are getting there?</b>	<b>Completion Date</b>	<b>Resource</b>	<b>Lead Partner</b>	<b>LAA Link</b>	<b>Progress to date XXX</b>	<b>Status</b>
Operate an effective directory of services for Older People	Increase in the number of older people who access information (no baseline)	Hold an information share event	Successful event facilitated	31 <sup>st</sup> March 2009	BARN BDC	Older Peoples Theme Group			
		Establish baseline of information available	Baseline established by identifying agencies to be involved, and information held	31 <sup>st</sup> March 2009	BARN BDC	Older Peoples Theme Group			
				31 <sup>st</sup> March 2009					
				31 <sup>st</sup> March 2010					
		Cross reference activity with other LSP theme groups	31 <sup>st</sup> March 2011	BARN BDC	Older Peoples Theme Group	N/A			

**APPENDIX G: OLDER PEOPLE HIGH LEVEL ACTION PLAN  
THEME GROUP CHAIR: ANN SOWTON**

**PRIORITY: Access to services**

<b>Key Deliverables (Outcomes)</b>	<b>Baseline</b>	<b>Outputs</b>	<b>How do we know we are getting there?</b>	<b>Completion Date</b>	<b>Resource</b>	<b>Lead Partner</b>	<b>LAA Link</b>	<b>Progress to date XXX</b>	<b>Status</b>
Map outreach services provided by all agencies	To be determined by identification of existing services and gaps in services	Undertake survey by 30 <sup>th</sup> September 2008 to assess possible expansion	Survey undertaken	30 <sup>th</sup> September 2008	Older People's Theme Group	BARN BDC	N/A		
Older people access services more easily	Identify gaps and consider how they can be addressed or signposted to other theme groups as relevant	Review mapping twice each year and prioritise top 2 or 3 issues	Gaps identified and signposting happening on a regular basis. Increased number of services/gaps identified	31 <sup>st</sup> March 2009	Older People's Theme Group	BARN/BDC	NI2		
				31 <sup>st</sup> March 2010					
				31 <sup>st</sup> March 2011					

**APPENDIX G: OLDER PEOPLE HIGH LEVEL ACTION PLAN  
THEME GROUP CHAIR: ANN SOWTON**

**PRIORITY: Older People and Communication**

<b>Key Deliverables (Outcomes)</b>	<b>Baseline</b>	<b>Outputs</b>	<b>How do we know we are getting there?</b>	<b>Completion Date</b>	<b>Resource</b>	<b>Lead Partner</b>	<b>LAA Link</b>	<b>Progress to date XXX</b>	<b>Status</b>
Older people have a greater voice	Establish baseline via questionnaire	Older people get their views heard	Survey older people (via Older People's Forum or other groups) and identify further communication strands	31 <sup>st</sup> March 2009	Older People's TG	BARN BDC	NI2		
				31 <sup>st</sup> March 2010					
				31 <sup>st</sup> March 2011					
			10 older people recruited as older people's champions	30 <sup>th</sup> September 2009					
			Publicise local events, publicity campaigns etc	31 <sup>st</sup> March 2009					
				31 <sup>st</sup> March 2010					
				31 <sup>st</sup> March 2011					
			Promote national, regional and local campaigns	31 <sup>st</sup> March 2009					
				31 <sup>st</sup> March 2010					
				31 <sup>st</sup> March 2011					



**APPENDIX H: HOUSING HIGH LEVEL ACTION PLAN  
THEME GROUP CHAIR: MIKE BROWN**

**PRIORITY: Responding to Housing Market**

<b>Key Deliverables (Outcomes)</b>	<b>Baseline</b>	<b>Outputs</b>	<b>How do we know we are getting there?</b>	<b>Completion Date</b>	<b>Resource</b>	<b>Lead Partner</b>	<b>LAA Link</b>	<b>Progress to date XXX</b>	<b>Status</b>	
Comprehensive understanding of the Housing Market and Housing demand/supply within Bromsgrove	Fordham Housing Needs Survey 2004	Complete Housing Market Assessment for Bromsgrove District and produce new Housing Strategy	Project Plan Agreed and Funding in place	July 2008	BDC Budgets RSLs operating in Bromsgrove District Budgets Approx £50K	BDC Strategic Housing Manager supported by RSLs	NI154 NI155			
		Study management		July 2008		BDHT		NI154 NI155		
		Produce new Housing Strategy		September 2008		BDC		NI154 NI155		

**APPENDIX H: HOUSING HIGH LEVEL ACTION PLAN  
THEME GROUP CHAIR: MIKE BROWN**

**PRIORITY: Complementary Housing & Planning Policy**

<b>Key Deliverables (Outcomes)</b>	<b>Baseline</b>	<b>Outputs</b>	<b>How do we know we are getting there?</b>	<b>Completion Date</b>	<b>Resource</b>	<b>Lead Partner</b>	<b>LAA Link</b>	<b>Progress to date XXX</b>	<b>Status</b>
Review of Planning Policy to support housing demand	Current Planning and Housing Strategies	Local Planning Policy fully complements and supports BDC priority for affordable Housing	Preferred option Core Strategy Affordable housing SPD Produced and consulted on.	October 2008	BDC Strategic Planning and Councillors	BDC Head of Planning and Environment Services	NI154 NI155		
			Affordable Housing SPD adopted	February 2009	BDC Strategic Planning and Councillors	BDC Head of Planning and Environment Services	NI154 NI155		

**APPENDIX H: HOUSING HIGH LEVEL ACTION PLAN  
THEME GROUP CHAIR: MIKE BROWN**

**PRIORITY: Complementary Housing & Planning Policy**

<b>Key Deliverables (Outcomes)</b>	<b>Baseline</b>	<b>Outputs</b>	<b>How do we know we are getting there?</b>	<b>Completion Date</b>	<b>Resource</b>	<b>Lead Partner</b>	<b>LAA Link</b>	<b>Progress to date XXX</b>	<b>Status</b>
Delivery of Affordable Housing in Bromsgrove and Rural Areas	Tenure % of affordable housing BDC 11% is compared with average for the West Midlands and England and Wales of 21%, showing a minimum shortfall of 10%.  (NHF Source)	240 units built (Outcome measure will be reviewed against results of Housing Demand Survey and targets set in LAA)	Support applications for affordable housing 80 units per year. (Target to be reviewed against results of Housing Demand Survey)	31 <sup>st</sup> March 2010	BDC Planning Team Partner DSLs/Social Housing Grant	BDC Strategic Housing Manager			

**APPENDIX H: HOUSING HIGH LEVEL ACTION PLAN  
THEME GROUP CHAIR: MIKE BROWN**

**PRIORITY: Affordable Housing**

<b>Key Deliverables (Outcomes)</b>	<b>Baseline</b>	<b>Outputs</b>	<b>How do we know we are getting there?</b>	<b>Completion Date</b>	<b>Resource</b>	<b>Lead Partner</b>	<b>LAA Link</b>	<b>Progress to date XXX</b>	<b>Status</b>
New Affordable housing in Bromsgrove Town Centre	Number of units: 25 within actual town actual town centre boundary although large sheltered scheme on the periphery.	New affordable Housing provided in the Town Centre	Issues and options Area Action Plan Consulted on	June 2008	£50K BDC budget	LSP BDC Planning Team Town Centre Theme Group	NI154 NI155		
			Potential for new housing supported in consultation response	August 2008					
			Preferred option Area Action Plan including capacity for new affordable housing	February 2009					

**APPENDIX H: HOUSING HIGH LEVEL ACTION PLAN  
THEME GROUP CHAIR: MIKE BROWN**

**PRIORITY: Affordable Housing**

<b>Key Deliverables (Outcomes)</b>	<b>Baseline</b>	<b>Outputs</b>	<b>How do we know we are getting there?</b>	<b>Completion Date</b>	<b>Resource</b>	<b>Lead Partner</b>	<b>LAA Link</b>	<b>Progress to date XXX</b>	<b>Status</b>
Affordable Housing on Longbridge Site (East Works)	No units	700 houses >35% affordable housing	Area Action Plan adopted Including allocations for affordable housing and part of final design outputs for site	January 2009	BDC Planning Team (£50k) LSP Housing Theme Group Planning Grant/Social Housing Grants	BDC Executive Director Partnerships & Projects	NI154 NI155		
			Planning applications approved for Longbridge East	May 2009	BDC Planning	BDC			

**APPENDIX H: HOUSING HIGH LEVEL ACTION PLAN  
THEME GROUP CHAIR: MIKE BROWN**

**PRIORITY: Affordable Housing**

<b>Key Deliverables (Outcomes)</b>	<b>Baseline</b>	<b>Outputs</b>	<b>How do we know we are getting there?</b>	<b>Completion Date</b>	<b>Resource</b>	<b>Lead Partner</b>	<b>LAA Link</b>	<b>Progress to date XXX</b>	<b>Status</b>
			Agreement reached between Authorities over distribution of affordable properties	Before first units completed	BDC Strategic Planning and Housing	BDC			

**APPENDIX I: COMPACT HIGH LEVEL ACTION PLAN  
THEME GROUP CHAIR: PHIL STREET**

**PRIORITY: Help, Advice & Signposting**

<b>Key Deliverables (Outcomes)</b>	<b>Baseline</b>	<b>Outputs</b>	<b>How do we know we are getting there?</b>	<b>Completion Date</b>	<b>Resource</b>	<b>Lead Partner</b>	<b>LAA Link</b>	<b>Progress to date XXX</b>	<b>Status</b>
Secure improved co-operation for joint working and information sharing between statutory and voluntary sectors	Number of VCS groups using the Customer Service Centre and signpost facilities	Secure VCS presence on a regular basis at the CSC and using the signpost facilities 4 times per year and maintain a programme of announcements re VCS activity on electronic noticeboard	VCS timetabled into CSC on a regular basis	31 <sup>st</sup> March 2009	BARN BDC	BARN	N/A		
				31 <sup>st</sup> March 2010					
				31 <sup>st</sup> March 2011					
			4 VCS announcements on noticeboards per year	31 <sup>st</sup> March 2009					
				31 <sup>st</sup> March 2010					
				31 <sup>st</sup> March 2011					
			Announcements re VCS activity available on electronic noticeboard	31 <sup>st</sup> March 2009					
				31 <sup>st</sup> March 2010					
				31 <sup>st</sup> March 2011					

**APPENDIX I: COMPACT HIGH LEVEL ACTION PLAN  
THEME GROUP CHAIR: PHIL STREET**

**PRIORITY: Joint Working & Development Opportunities**

<b>Key Deliverables (Outcomes)</b>	<b>Baseline</b>	<b>Outputs</b>	<b>How do we know we are getting there?</b>	<b>Completion Date</b>	<b>Resource</b>	<b>Lead Partner</b>	<b>LAA Link</b>	<b>Progress to date XXX</b>	<b>Status</b>
Comprehensive understanding of, and strengthened connections between statutory and VCS sectors in the District	Collect data on number of partners BDC is working with	Improved and strengthened relationships between BDC & VCS by increasing the number of partnership activities	Joint BDC/VCS event	17 <sup>th</sup> October 2008	BDC/BARN	BDC/BARN	N/A		
			Increase number of partnership activities	31 <sup>st</sup> March 2009	BDC/BARN	BDC/BARN	N/A		
				31 <sup>st</sup> March 2010	BDC/BARN	BDC/BARN	N/A		
				31 <sup>st</sup> March 2011	BDC/BARN	BDC/BARN	N/A		



**APPENDIX I: COMPACT HIGH LEVEL ACTION PLAN  
THEME GROUP CHAIR: PHIL STREET**

**PRIORITY: Volunteering**

<b>Key Deliverables (Outcomes)</b>	<b>Baseline</b>	<b>Outputs</b>	<b>How do we know we are getting there?</b>	<b>Completion Date</b>	<b>Resource</b>	<b>Lead Partner</b>	<b>LAA Link</b>	<b>Progress to date XXX</b>	<b>Status</b>
Extend opportunities and knowledge of volunteering in statutory sector	Collect information on voluntary work undertaken by BDC staff	Database produced and participation in National Volunteers' Week	Secure 15 BDC staff involved in National Volunteers' Week	30 <sup>th</sup> September 2008	BARN information database	BDC BARN	NI 2		
			Data collected annually on BDC staff involvement in volunteering	31 <sup>st</sup> March 2009	BDC	BDC	NI 2		
				31 <sup>st</sup> March 2010	BDC	BDC	NI 2		
			31 <sup>st</sup> March 2011	BDC	BDC	NI 2			
		Development of Volunteering Policy for BDC	Policy developed and in use	31 <sup>st</sup> March 2009	BDC	BDC	NI 2		

**APPENDIX J: TRANSPORT HIGH LEVEL ACTION PLAN  
THEME GROUP CHAIR: COUCILLOR MRS JILL DYER**

**PRIORITY: Transport in the District (including Train Station and Community Transport)**

<b>Key Deliverables (Outcomes)</b>	<b>Baseline</b>	<b>Outputs</b>	<b>How do we know we are getting there?</b>	<b>Completion Date</b>	<b>Resource</b>	<b>Lead Partner</b>	<b>LAA Link</b>	<b>Progress to date XXX</b>	<b>Status</b>
Access to services and facilities by public transport, walking and cycling	Current Bromsgrove Train Station	Development of new purpose-built multi-modal interchange	Multi-modal interchange built	June 2009	Multi-agency funded	Network Rail	NI 175		
	Existing rail service to Bromsgrove	Development of business case for extension of Cross City rail line to Bromsgrove	Business case developed	January 2011					
		Electrification of line between Barnt Green and Bromsgrove	Electrification of line	January 2011					

**APPENDIX J: TRANSPORT HIGH LEVEL ACTION PLAN  
THEME GROUP CHAIR: COUCILLOR MRS JILL DYER**

**PRIORITY: Transport in the District (including Train Station and Community Transport)**

<b>Key Deliverables (Outcomes)</b>	<b>Baseline</b>	<b>Outputs</b>	<b>How do we know we are getting there?</b>	<b>Completion Date</b>	<b>Resource</b>	<b>Lead Partner</b>	<b>LAA Link</b>	<b>Progress to date XXX</b>	<b>Status</b>
		Upgrade of signalling between Barnt Green and Bromsgrove							
Community Transport	Rural Rides but limited DDA compliance	Provision of 2 bus DDA compliant service	Budget approved	January 2009	BDC WCC	BDC	NI 175		
			Scheme live	June 2009	BDC WCC	BDC	NI 175		
	Town Centre Shopmobility scheme	Review of Shopmobility opening hours	Town Centre Project Plan	31 <sup>st</sup> March 2010	BDC WCC	BDC			
Integrated Passenger Transport Strategy	Integrated Passenger Transport Strategy	Improved bus routes, buses and interchange	Agreement of Integrated Passenger Transport Strategy		WCC	WCC	NI 175		
			Review of the District's bus routes		WCC	WCC	NI 175		

**APPENDIX K: COMMUNITY ENGAGEMENT & COMMUNICATIONS HIGH LEVEL ACTION PLAN  
THEME GROUP CHAIR: HUGH BENNETT**

**PRIORITY: Effective Community Engagement & Communication**

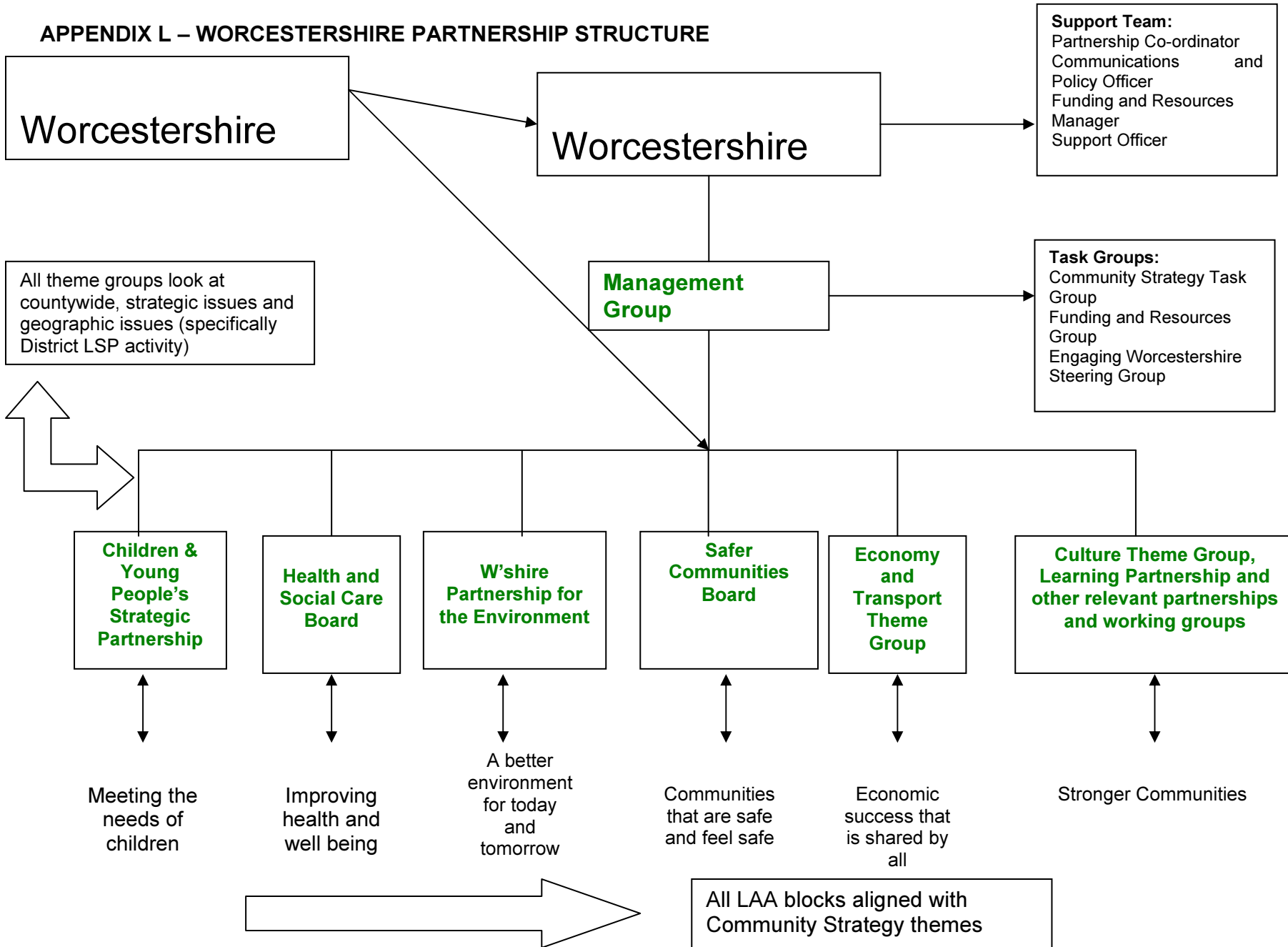
<b>Key Deliverables (Outcomes)</b>	<b>Baseline</b>	<b>Outputs</b>	<b>How do we know we are getting there?</b>	<b>Completion Date</b>	<b>Resource</b>	<b>Lead Partner</b>	<b>LAA Link</b>	<b>Progress to date XXX</b>	<b>Status</b>
% of those surveyed who feel they can influence the decision making process	Best Value Satisfaction Survey 31%	Public attendance and 85% of meetings attended by Senior Officers from BDC	Annual programme of PACT meetings	31 <sup>st</sup> March 2009	BDC	Police	NI 2		
				31 <sup>st</sup> March 2010					
				31 <sup>st</sup> March 2011					
	Three Area Committees convened	Terms of Reference and governance produced	31 <sup>st</sup> October 2008	£34,000	BDC	NI2			
			Third committee to be set up	31 <sup>st</sup> October 2008	LSP Manager		BDC		
	Press coverage of Partnership	One press release per Board meeting	Bi-monthly	BDC Comms Team					

**APPENDIX K: COMMUNITY ENGAGEMENT & COMMUNICATIONS HIGH LEVEL ACTION PLAN  
THEME GROUP CHAIR: HUGH BENNETT**

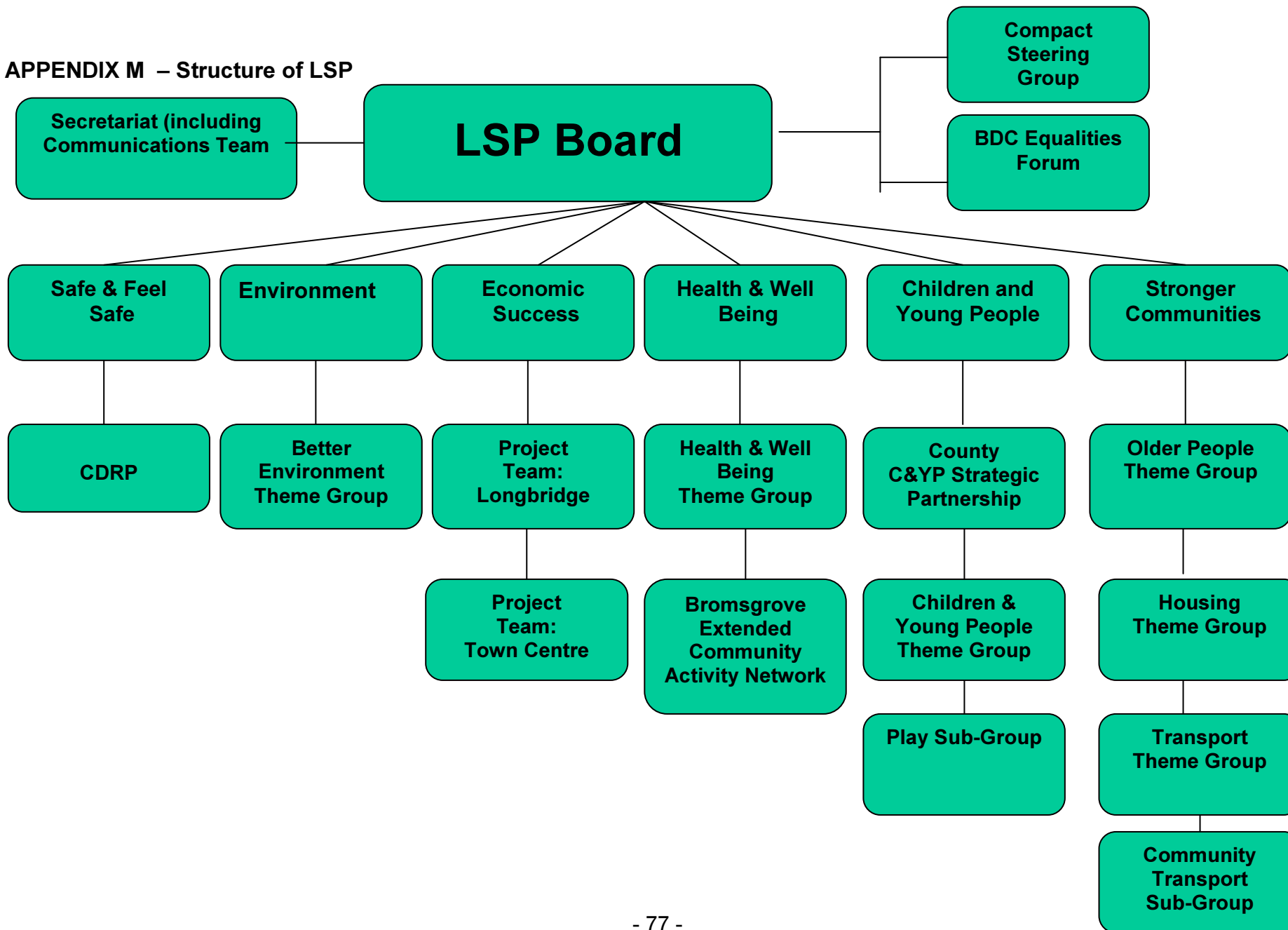
**PRIORITY: Effective Community Engagement & Communication**

<b>Key Deliverables (Outcomes)</b>	<b>Baseline</b>	<b>Outputs</b>	<b>How do we know we are getting there?</b>	<b>Completion Date</b>	<b>Resource</b>	<b>Lead Partner</b>	<b>LAA Link</b>	<b>Progress to date XXX</b>	<b>Status</b>
			Press release on Annual Report	October 2008	LSP Manager	BDC			
Effective Communication	Parish Plans not currently seen by LSP	Agreed approach to "adoption" of Parish Plans	Parish Plans coming to LSP Board	31 <sup>st</sup> October 2008	LSP Manager	BDC	NI2		
	Current Sustainable Community Strategy	Review Council's Sustainable Community Strategy, making links to partners	Updated Strategy approved at Cabinet	November 2008 Cabinet	LSP Manager	BDC			

**APPENDIX L – WORCESTERSHIRE PARTNERSHIP STRUCTURE**

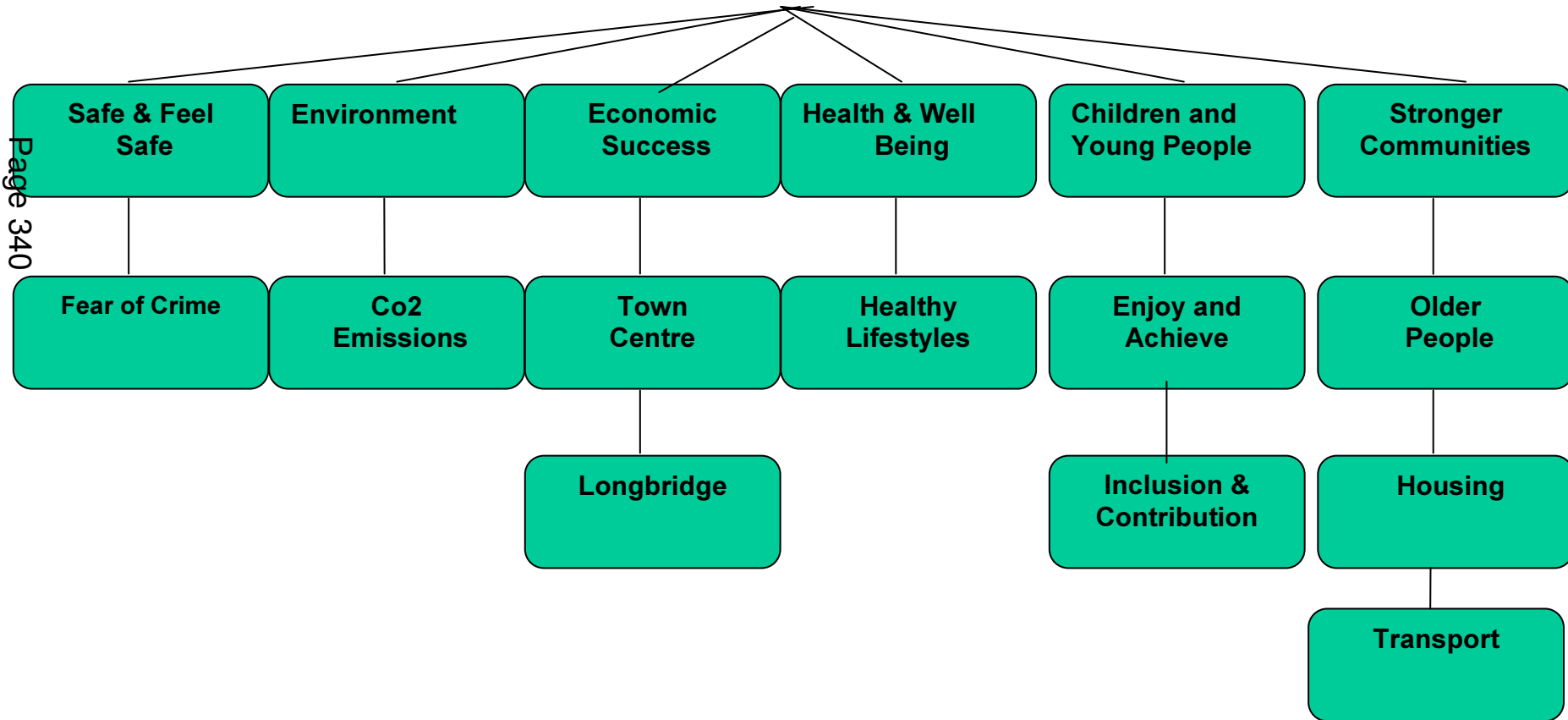


APPENDIX M – Structure of LSP



**APPENDIX N: HOW THE BROMSGROVE PARTNERSHIP'S PRIORITIES FIT WITHIN THE LAA**

**"We will make Bromsgrove District  
a better place to work, live and  
visit by driving forward change"**



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## Appendix O: LOCAL AREA AGREEMENT NATIONAL INDICATORS 2008-2011

Priority	Indicator(s), including those from national indicator set (shown with *)	Baseline	LAA Improvement Target, including those to be designated (shown with a *), and including education and early years targets			Partners who have signed up to the target and any which are acting as lead partner/s (shown with a *)
			2008/09	2009/10	2010/11	
To continue to improve community safety and build confidence in communities	*NI 2 % of people who feel that they belong to their neighbourhood	Not available until Place survey is conducted in autumn 2008				*Worcestershire County Council, District Councils West Mercia Constabulary Worcestershire Infrastructure Consortium
	NI 17* Perceptions of anti-social behaviour  Deferred	Target setting delayed until 2009				* Worcestershire County Council, West Mercia Constabulary, District Councils VCS.
	NI 18* Adult re-offending rates for those under probation supervision – deferred	Target setting deferred until 2009				*West Mercia Probation, West Mercia Constabulary
	*NI 20 Assault with	7.12 (2007/08)	*7.12	*7.00	*6.91	*West Mercia

Priority	Indicator(s), including those from national indicator set (shown with *)	Baseline	LAA Improvement Target, including those to be designated (shown with a *), and including education and early years targets			Partners who have signed up to the target and any which are acting as lead partner/s (shown with a *)	
			2008/09	2009/10	2010/11		
	Injury crime rate					Constabulary, Worcestershire County Council, District Councils	
	NI 21* Dealing with local concerns about anti-social behaviour and crime by the local council and the police - deferred	Target setting deferred until 2009				*West Mercia Constabulary Worcestershire County Council District Councils, VCS	
To reduce the harm caused by illegal drugs	NI 39* Alcohol - harm related hospital admission rates	1245 per 100,000 population 2006/07	*+8% (1518)	*+3% (1564)	*-2% (1533)	*PCT, Worcestershire County Council, West Mercia Constabulary	
To promote economic growth and enable the economy in targeted sectors and locations	*NI 166 Average earning of employees in the area	Baseline period 93.4%	—————→			*94.3%	*Worcestershire County Council Chamber of Commerce H&W District Councils
	* NI 169 Non-principal roads where maintenance should	11.02% (Based on	*9.8%	*8.9%	*8.4%	* Worcestershire County Council	

Priority	Indicator(s), including those from national indicator set (shown with *)	Baseline	LAA Improvement Target, including those to be designated (shown with a *), and including education and early years targets			Partners who have signed up to the target and any which are acting as lead partner/s (shown with a *)
			2008/09	2009/10	2010/11	
	be considered	2007/08 outturn)				
	* NI 171 VAT registration rate - deferred	Target setting deferred until 2009				*Worcestershire County Council, District Councils LSC, Chamber of Commerce Connexions
To remove barriers to employment and improve skills in education, employment and training	*NI 117 16 to 18 year olds who are not in education, employment or training (NEET)	4.7% (This figure excludes college leavers)	08/09  *0%	09/10  4.6% (*0.1% reduction)	10/11  4.4% (*0.2% reduction)	*Worcestershire County Council, Connexions
	*NI 152 Working age people on out of work benefits.	9.2% (May 2007)	*9.0%	*8.9%	*8.4%	* Worcestershire County Council, LSC, District Councils, Connexions, Job Centre Plus
	*NI 163 Working age population qualified to at least Level 2 or higher	69.9% for those qualified to at least level 2 in 2006 Annual	*+2% (2006 base)	*+3% (2006 base)	*+4% (2006 base)	*LSC Worcestershire County Council Business Link

Priority	Indicator(s), including those from national indicator set (shown with *)	Baseline	LAA Improvement Target, including those to be designated (shown with a *), and including education and early years targets			Partners who have signed up to the target and any which are acting as lead partner/s (shown with a *)
			2008/09	2009/10	2010/11	
		Population Survey				
To improve accessibility by addressing congestion and improving public transport	* NI175 access to services and facilities by public transport, walking and cycling	93%	*93%	*93%	*94%	*Worcestershire County Council District Councils
To improve and support the leading of healthy lifestyles and well-being of adults and children and young people	*NI 8 Adult participation in sport	21.5% (2005/06)	—————→		*25.5%	*Sport England Worcestershire County Council District Councils
	*NI 54 Services for disabled children - deferred	Target setting deferred until 2009	Not applicable			*Worcestershire County Council District Councils VCS, PCT
	*NI 56 Obesity among primary school age children in Year 6	15.2% (2006/07)	*15.3%	*15.4%	*15.5%	*Worcestershire County Council, PCT, District Councils
	*NI 110 – Young people's participation in positive activities -	Target setting deferred until 2009				*Worcestershire County Council, District Councils,

Priority	Indicator(s), including those from national indicator set (shown with *)	Baseline	LAA Improvement Target, including those to be designated (shown with a *), and including education and early years targets			Partners who have signed up to the target and any which are acting as lead partner/s (shown with a *)
			2008/09	2009/10	2010/11	
	deferred					PCT, VCS, Diocese of Worcester
	*NI 112 Under 18 conception rate	35.1 (1998)	*29.4	*26.1	We have omitted the year 3 target in line with advice from DoH and DCSF. This issue will be revisited at the first LAA Refresh.	*PCT, Worcestershire County Council
	*NI 116 – Proportion of children in poverty	13.9%	*13.9%	*13.0%	*12.0%	*Worcestershire County Council, District Councils, Jobcentre Plus
	*NI 117 16 to 18 year olds who are not in education, employment or training (NEET)	4.7% (This figure excludes college leavers)	08/09  *0%	09/10  4.6% (*0.1% reduction)	10/11  4.4% (*0.2% reduction)	*Worcestershire County Council, Connexions
	*NI 121 Mortality rate from all circulatory	69.15 per 100,000	*54.9	*51.6	*48.6	*PCT, Worcestershire

Priority	Indicator(s), including those from national indicator set (shown with *)	Baseline	LAA Improvement Target, including those to be designated (shown with a *), and including education and early years targets			Partners who have signed up to the target and any which are acting as lead partner/s (shown with a *)
			2008/09	2009/10	2010/11	
	diseases at ages under 75	population in 2006.				County Council
	*NI 123 16+ current smoking rate prevalence	681 per 100,000 population aged 16+  3 year average 2004/07	*682 per 100,000	*682 per 100,000	*682 per 100,000	* PCT, Worcestershire County Council District Councils, West Mercia Constabulary
	*NI 133 Timeliness of Social Care Packages	85% (2007/08)	*87%	*89%	*92%	*Worcestershire County Council PCT
	*NI 142 Number of vulnerable people who are supported to maintain independent living	97.52%	*98.01%	*98.01%	*98.02%	*Worcestershire County Council District Councils, West Mercia Probation Trust, PCT, VCS
	*NI 146 Adults with learning disabilities in employment - deferred	Target setting deferred until annual refresh				*Worcestershire County Council
	*NI 150 Adults in	Target setting				*Worcestershire

Priority	Indicator(s), including those from national indicator set (shown with *)	Baseline	LAA Improvement Target, including those to be designated (shown with a *), and including education and early years targets			Partners who have signed up to the target and any which are acting as lead partner/s (shown with a *)
			2008/09	2009/10	2010/11	
	contact with secondary mental health services in employment - deferred	deferred until annual refresh				County Council PCT
To provide decent and affordable housing which meets the diverse needs of Worcestershire	*NI 154 Net additional homes provided	1910	*1830	*1830	*1830	*District Councils, Worcestershire County Council
	* NI 155 Number of affordable homes delivered (gross)	316(HSSA 06/07 outturn)	*345	*380	*500	*District Councils, Worcestershire County Council
	*NI 187 Tackling Fuel Poverty - % of people receiving income based benefits living in homes with a low energy efficiency rating - deferred.	Target setting deferred until review stage				*District Councils
To improve accessibility by addressing congestion	* NI175 access to services and facilities by public transport,	93%	*93%	*93%	*94%	*Worcestershire County Council District Councils

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Priority	Indicator(s), including those from national indicator set (shown with *)	Baseline	LAA Improvement Target, including those to be designated (shown with a *), and including education and early years targets			Partners who have signed up to the target and any which are acting as lead partner/s (shown with a *)
			2008/09	2009/10	2010/11	
and improving public transport	walking and cycling					
To increase energy efficiency and increase the proportion of energy generated from renewable sources	*NI 186 Per capita CO2 emissions in the LA area	7.2 tonnes per capita (2005)	*3.0% reduction compared with 2005  (2.4% from national measures, 0.6% from local measures)	*6.0% reduction compared with 2005  (4.7% from national measures, 1.3% from local measures)	*9.0% reduction compared with 2005  (7.1% from national measures, 1.9% from local measures)	*Worcestershire County Council District Councils
To improve flood mitigation measures and improve drainage	*NI 188 Adapting to climate change	Level 0	*All Districts & County to achieve at least level 1	*All Districts to achieve at least level 1 & County to achieve level 2	*All Districts to achieve at least level 2 & County to achieve level 3	*Worcestershire County Council, District Councils
To maximise the diversion of waste away from landfill through prevention, reuse,	*NI 193 Municipal waste land filled	57%(2006-07)	*53%	*51%	*48%	*Worcestershire County Council District councils



Priority	Indicator(s), including those from national indicator set (shown with *)	Baseline	LAA Improvement Target, including those to be designated (shown with a *), and including education and early years targets			Partners who have signed up to the target and any which are acting as lead partner/s (shown with a *)
			2008/09	2009/10	2010/11	
recycling/composting and recovery						
To continue to improve community safety and build confidence in communities	*NI195a Improved street and environmental cleanliness (levels of litter)	2007/08 - 11% of transects across Worcestershire surveyed below acceptable standard as measured by NI195a	*10%	*9%	*8%	*District Councils, Worcestershire County Council
<b>Worcestershire Local Indicators</b>						
To reduce the risk of flooding (both fluvial and pluvial) throughout the county.	All vulnerable areas identified, integrated flood risk management plans developed and implemented.  Improved flood-warning system in place at parish level.	0	5% of total	50% of total	100% of total	*District Councils, Worcestershire County Council Environment Agency, Parish Councils, land owners, Severn Trent Water

Priority	Indicator(s), including those from national indicator set (shown with *)	Baseline	LAA Improvement Target, including those to be designated (shown with a *), and including education and early years targets			Partners who have signed up to the target and any which are acting as lead partner/s (shown with a *)
			2008/09	2009/10	2010/11	
To support and improve the leading of healthy lifestyles and well-being of adults and children and young people	Children who have experienced bullying	35% (TellUs2 Survey)  New wider Baseline from late 2008	Unchanged	Improvement of 1% (34%)	Improvement of 2% (33%)	*Worcestershire County Council West Mercia Constabulary District Councils, VCS
To reduce levels of inequality within the community	Successful new claims generated for pension credit, attendance allowance and disability living allowance  (as a percentage of population of pensionable age)	To be set during year 1	Establish baseline	To be set during year 1	To be set during year 1	*Pension Service, Worcestershire County Council District Councils, CAB, Age Concern

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## **Appendix P: Glossary**

BDC	Bromsgrove District Council
BVPI	Best Value Performance Indicator
GOWM	Government Office West Midlands
LAA	Local Area Agreement
LDF	Local Development Framework
LSP	Local Strategic Partnership
NAC	Neighbourhood Area Committee
PACT	Partners & Communities Together
SCS	Sustainable Community Strategy

## Want to know more?

If you would like more information about the Sustainable Community Strategy, please contact:

Louise Berry  
Senior Policy & Performance Officer/  
LSP Co-ordinator  
Bromsgrove District Council  
The Council House  
Burcot Lane  
Bromsgrove B60 1AA

Tel: 01527 881412

Email: [l.berry@bromsgrove.gov.uk](mailto:l.berry@bromsgrove.gov.uk)

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de telefon: 01905 25121.”  
क्या अंग्रेजी में सहायता चाहिए? ऐथनिक ऐक्सेस लिंक [Ethnic Access Link]  
से फोन: 01905 25121 पर संपर्क करें  
[Ethnic Access] آپ انگریزی میں مدد چاہتے ہیں— نسلیاتی رسائی  
01905 25121 سے رابطہ کریں ٹیلیفون:

## BROMSGROVE DISTRICT COUNCIL

5 NOVEMBER 2008

### CABINET

#### **IMPROVEMENT PLAN EXCEPTION REPORT [AUGUST 2008]**

Responsible Portfolio Holder	Councillor Mike Webb Portfolio Holder for Customer Care and Service
Responsible Officer	Hugh Bennett Assistant Chief Executive

#### **1. SUMMARY**

- 1.1 To ask Cabinet to consider the Improvement Plan Exception Report for August 2008 (Appendix 1).

#### **2. RECOMMENDATION**

- 2.1 That Cabinet considers and approves the revisions to the Improvement Plan Exception Report attached as Appendix 1, and the corrective action being taken.
- 2.2 That Cabinet notes that for the 118 actions highlighted for August within the plan 81.4 percent of the Improvement Plan is on target [green], 3.4 percent is one month behind [amber] and 14.4 percent is over one month behind [red]. 0.8 percent of actions have been rescheduled [or suspended] with approval. NB reprogrammed actions are both those that have been suspended completely and those that have been moved to a later point in the year prior to their commencement. Extended actions are listed separately (see Appendix 1).
- 2.3 This month's performance is shown on the first page of Appendix 1.

#### **3 BACKGROUND**

- 3.1 July 2008 Cabinet approved the Improvement Plan 2008/09. The Improvement Plan is directly linked to the five corporate priorities and thirteen enablers identified in the Council Plan 2008/2011.
- 3.2 The Improvement Plan is designed to push the Council through to a rating of Fair during 2008.

#### **4. FINANCIAL IMPLICATIONS**

- 4.1 No financial implications.

## 5. LEGAL IMPLICATIONS

5.1 No legal implications.

## 6. COUNCIL OBJECTIVES

6.1 The Improvement Plan relates to all of the Council's four objectives and five priorities as per the 2008/2011 Council Plan.

## 7. RISK MANAGEMENT

7.1.1 The risks associated with the Improvement Plan are covered in the CCPP departmental risk register. Specific corporate risks are related to the Improvement Plan in the following ways:

<b>Corporate Risk Title</b>	<b>Improvement Plan Reference</b>
KO1: Effective Financial Management and Internal Control	FP2 – Financial Management FP3 – Financial Strategy
KO2: Effective corporate leadership	FP1 – Value for Money FP2 – Financial Management FP3 – Financial Strategy FP4 – Financial and Performance Reporting PR2 –Improved Governance
KO3: Effective Member / Officer relations	PR2 –Improved Governance HROD1 – Learning and Development
KO4: Effective Member / Member relations	PR2 –Improved Governance HROD1 – Learning and Development
KO5*: Full compliance with the Civil Contingencies Act and effective Business Continuity	PR1 – Customer Process
KO6: Maximising the benefits of investment in ICT equipment and training	PR3 – Spatial Business Project
KO7: Effective partnership working	PR4 – Improved Partnership Working
KO8: Effective communications (internal and external)	PR1 – Customer Process FP4 – Financial and Performance Reporting HROD 4– Performance Culture
KO9: Equalities and diversity agenda embedded across the Authority	CP3 – Customer Service CP4 – Sense of Community
KO10: Appropriate investment in employee development and training	HROD1 – Learning and Development HROD2 – Modernisation HROD4 – Performance Culture
KO11: Effective employee recruitment and retention	HROD2 – Modernisation
KO12: Full compliance with all Health	FP3 – Financial Strategy

and Safety legislation	PR1 – Customer Process HROD2 – Modernisation
KO13: Effective two tier working and Community Engagement	CP4 – Sense of Community PR4 – Improved Partnership Working
KO14: Successful implementation of Job Evaluation	HROD2 - Modernisation
KO15: All Council data is accurate and of high quality	FP2 – Financial Management FP4 – Financial and Performance Reporting PR3 – Spatial Business Project HROD4 – Performance culture
KO16: The Council no longer in recovery	FP1 – Value for Money FP4 – Financial and Performance Reporting
KO17: Effective Projects Management	FP1 – Value for Money PR3 – Spatial Business Project
KO19: Effective Business and Performance Management	FP4 – Financial and Performance Reporting
KO20: Effective Customer Focused Authority	CP3 – Customer Service CP4 – Sense of Community PR1 – Customer Process

\* KO5 and KO18 have been merged

## 8. **CUSTOMER IMPLICATIONS**

8.1 The Improvement Plan is concerned with the strategic and operational issues that will affect the customer.

## 9. **EQUALITIES AND DIVERSITY IMPLICATIONS**

9.1 Please see sections CP3 and CP4 of the Improvement Plan

## 10. **VALUE FOR MONEY IMPLICATIONS**

10.1 See section FP1 of the Improvement Plan

## 11. **OTHER IMPLICATIONS**

Procurement Issues: See Section FP1 of the Improvement Plan.
Personnel Implications: See Sections HROD1-HROD4 of the Improvement Plan.
Governance/Performance Management: See Sections FP4 and PR2 of the Improvement Plan.
Community Safety including Section 17 of Crime and Disorder Act 1998: See section CP4 of the Improvement Plan
Policy: All sections of the Improvement Plan relate to this.
Environmental: See sections CP1 and PR5 of the Improvement Plan.

## 12. OTHERS CONSULTED ON THE REPORT

Portfolio Holder	<b>Yes</b>
Chief Executive	<b>Yes</b>
Executive Director (Partnerships and Projects)	<b>Yes</b>
Executive Director (Services)	<b>Yes</b>
Assistant Chief Executive	<b>Yes</b>
Head of Service	<b>Yes</b>
Head of Financial Services	<b>Yes</b>
Head of Legal & Democratic Services	<b>Yes</b>
Head of Organisational Development & HR	<b>Yes</b>
Corporate Procurement Team	<b>No</b>

## 13. **WARDS AFFECTED**

13.1 All wards

## 14. **APPENDICES**

14.1 Appendix 1 Improvement Plan Exception Report August 2008

## 15. **BACKGROUND PAPERS:**

15.1 The full Improvement Plan for August can be found at [www.bromsgrove.gov.uk](http://www.bromsgrove.gov.uk) under meetings Minutes and Agendas. A hard copy is also left in the Members' Room each month.

### **CONTACT OFFICER**

Name: Jenny McNicol  
E Mail: [j.mcnicol@bromsgrove.gov.uk](mailto:j.mcnicol@bromsgrove.gov.uk)  
Tel: (01527) 881631



# Exception Report for August 2008 Improvement Plan

# Appendix 1

## PROGRESS IN 2008

Overall performance as at the end of August 2008, in comparison with the previous year, is as follows: -

July 2007			August 2007			September 2007			October 2007			November 2007			December 2007		
RED	1	0.6%	RED	1	0.7%	RED	4	2.4%	RED	3	1.8%	RED	5	3.1%	RED	3	2.0%
AMBER	5	3.2%	AMBER	13	9.2%	AMBER	11	6.6%	AMBER	16	9.6%	AMBER	11	7.0%	AMBER	17	11.6%
GREEN	152	95.6%	GREEN	126	88.7%	GREEN	149	89.2%	GREEN	142	85.0%	GREEN	138	86.9%	GREEN	121	82.3%
REPRO	1	0.6%	REPRO	2	1.4%	REPRO	3	1.8%	REPRO	6	3.6%	REPRO	5	3.1%	REPRO	6	4.1%

January 2008			February 2008			March 2008			April 2008			May 2008			June 2008		
RED	2	1.4%	RED	2	1.4%	RED	2	1.5%	RED	3	2.7%	RED	8	7.55%	RED	6	6.3%
AMBER	16	11.4%	AMBER	10	7.3%	AMBER	10	7.4%	AMBER	11	9.9%	AMBER	4	3.8%	AMBER	4	4.2%
GREEN	118	84.3%	GREEN	122	88.4%	GREEN	117	86.7%	GREEN	92	82.9%	GREEN	86	81.1%	GREEN	74	77.0%
REPRO	4	2.9%	REPRO	4	2.9%	REPRO	6	4.4%	REPRO	5	4.5%	REPRO	8	7.55%	REPRO	12	12.5%

July 2008			August 2008			September 2008			October 2008			November 2008			December 2008		
RED	11	8.6%	RED	17	14.4%	RED			RED			RED			RED		
AMBER	3	2.3%	AMBER	4	3.4%	AMBER			AMBER			AMBER			AMBER		
GREEN	114	89.1%	GREEN	96	81.4%	GREEN			GREEN			GREEN			GREEN		
REPRO	0	0%	REPRO*	1	0.8%	REPRO			REPRO			REPRO			REPRO		

January 2009			February 2009			March 2009			April 2009			May 2009			June 2009		
RED			RED			RED			RED			RED			RED		
AMBER			AMBER			AMBER			AMBER			AMBER			AMBER		
GREEN			GREEN			GREEN			GREEN			GREEN			GREEN		
REPRO			REPRO			REPRO			REPRO			REPRO			REPRO		

# Exception Report for August 2008 Improvement Plan

# Appendix 1

Where: -

	On Target or completed		One month behind target or less		Over one month behind target		Original date of planned action		Re-programmed date.*
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An Exception Report detailing corrective actions for all red and amber actions follows overleaf.

### Extended Actions

Out of the total of 118 actions for August 2008, 15 actions have been extended with approval. This amounts to 12.7 percent of the original actions scheduled for this month. Extended actions are shown with hatched marking and extend the timescale of a current or ongoing action on the Improvement Plan. The actions that have been extended this month are: Work commenced (1.2); Agree sites for relocation of public sector partners (1.3); Reach agreement on redevelopment of market hall site x 3 (1.4); Delivery of affordable housing target (Housing Strategy) (2.1); Neighbourhood management x 4 (4.1) Popularity of events programme x2 (4.3); Business Continuity (10.3); Single Status X 2 (16.2).

*\* NB. Reprogrammed actions are those that have been suspended completely and those that have been moved to a later point in the year prior to their commencement. They are not actions that have been extended and they do not appear on the exception report.*

<b>CP1: Town Centre</b>																	
Ref	August 2008 Action		Colour		Corrective Action										Who	Original Date	Revised Date
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
1.2.2	Identify commercial support		[Red]		Issues and options consultation ends in September. Advice sought on OJEU process from commercial advisors regarding Market Hall site, but decision on appointing a preferred developer for wider developments delayed until appraisal of all sites is completed. Extended to November										PS	Jul-08	Nov-08
1.2.	Work Commenced (see 1.4)																
1.2.2	Identify commercial support	PS	[Red]	[Red]	[Hatched]	[Hatched]	[Hatched]	[Hatched]								Commercial pressures and economic climate are likely to impact on current project timescales. Report to go to Cabinet in November regarding recommendations for action.	

CP1: Town Centre																	
Ref	August 2008 Action		Colour		Corrective Action										Who	Original Date	Revised Date
1.3.1	Consultation on Parkside				Consultation delayed by discussions with Church Commissioners regarding covenant on site.										PS	Aug-08	Dec-08
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
<b>1.3 Agree sites for relocation of public sector partners</b>																	
1.3.1	Consultation on Parkside	PS													Extended to December to allow for further negotiations		

CP1: Town Centre																	
Ref	August 2008 Action		Colour		Corrective Action										Who	Original Date	Revised Date
1.4.2	Seek commercial advice				Issues and options consultation ends in September. Advice sought on OJEU process from commercial advisors regarding market hall site, but decision on appointing a preferred developer for wider developments delayed until appraisal of all sites is completed. Extended to November.										PS	Jul-08	Nov-08
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
<b>1.4 Reach agreement on redevelopment of the market hall site</b>																	
1.4.2	Seek commercial advice	PS													Commercial pressures and economic climate are likely to impact on current project timescales. Report to go to Cabinet in November regarding recommendations for action		

<b>CP1: Town Centre</b>																	
Ref	August 2008 Action		Colour		Corrective Action										Who	Original Date	Revised Date
1.4.3	Meet with retailers				Retailers have not yet responded and appear to have withdrawn from discussions. Report to go to Cabinet in November regarding recommendations for action. Extended to November.										PS	Jul-08	Nov-08
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
<b>1.4</b>	<b>Reach agreement on redevelopment of the market hall site</b>																
1.4.3	Meet with retailers	PS														Issues and options consultation commenced on 8 <sup>th</sup> July and closes in September.	

<b>CP1: Town Centre</b>																	
Ref	August 2008 Action		Colour		Corrective Action										Who	Original Date	Revised Date
1.4.4	Await designs from retailers.				Dependent on input from retailers, and retailers have not yet responded and appear to have withdrawn from discussions. (see 1.4.3 above) Report to go to Cabinet in November regarding recommendations for action. Extended to November.										PS	Aug-08	Nov-08
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
<b>1.4</b>	<b>Reach agreement on redevelopment of the market hall site</b>																
1.4.4	Await designs from retailers.	PS														Dependent on decisions made at Cabinet in November.	

<b>CP1: Town Centre</b>																			
Ref	August 2008 Action		Colour		Corrective Action												Who	Original Date	Revised Date
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action				
1.7.1	Network Rail to agree business case and funding for station.				Network Rail still working on business case and multiple funding of station project. There is not much the District Council can do here, but wait for the funding package to be agreed. Network Rail to hold meeting with AWM. Project on hold pending result of this meeting.												HB	Jul-08	Sept-08
<b>1.7</b>	<b>Agree funding and planning permission for train station redevelopment, with transport links to town centre</b>																		
1.7.1	Network Rail to agree business case and funding for station.	HB														Network Rail still working on business case and multiple funding of station project.			

<b>CP1: Town Centre</b>																	
Ref	August 2008 Action		Colour		Corrective Action										Who	Original Date	Revised Date
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
1.7.2	Agree historic dimension to new build.				There have been discussions with Network Rail and BRUG, but until the station funding package is agreed this cannot be finalised. Timescales may be extended further. Network Rail to hold meeting with AWM. Project on hold pending result of this meeting.										HB	Jul-08	Sept-08
<b>1.7</b>	<b>Agree funding and planning permission for train station redevelopment, with transport links to town centre</b>																
1.7.2	Agree historic dimension to new build.	HB														Network Rail still working on business case and multiple funding of station project.	

<b>CP1: Town Centre</b>																		
Ref	August 2008 Action		Colour		Corrective Action										Who	Original Date	Revised Date	
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action			
1.7.3	Obtain planning permission.															HB	Jul-08	Sept-08
1.7	<b>Agree funding and planning permission for train station redevelopment, with transport links to town centre</b>																	
1.7.3	Obtain planning permission.	HB														Network Rail still working on business case and multiple funding of station project.		



<b>CP2: Housing</b>																	
Ref	August 2008 Action		Colour		Corrective Action										Who	Original Date	Revised Date
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
2.1.3	Prepared affordable Housing Supplementary Planning Document (SPD)				Draft prepared although PPS12 does not include provision to link SPDs to the RSS which was expected. A meeting has been arranged with GOWM to discuss ways to bring policy forward. A meeting was held with GOWM to discuss ways to bring policy forward but the issue remains unresolved.										MD	Jul-08	June-08
<b>2.1.</b>	<b>Delivery of affordable housing target (Housing Strategy)</b>																
2.1.3	Prepared affordable Housing Supplementary Planning Document (SPD)	MD														The SPD will now be consulted on alongside the Core Strategy. Extended to align with core strategy timelines (see section 14).	

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<b>CP3: Customer Service</b>																	
Ref	August 2008 Action		Colour		Corrective Action										Who	Original Date	Revised Date
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
3.1.2	Monthly reporting to CMT				Delay in reporting. However, reporting has started in September.										HB	Jul-08	Sept-08
<b>3.1.</b>	<b>Overall customer satisfaction with Council</b>																
3.1.2	Monthly reporting to CMT	HB														Reporting has started in September	

<b>CP4: Sense of Community</b>																	
Ref	August 2008 Action		Colour		Corrective Action										Who	Original Date	Revised Date
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
4.1.1	Stakeholder event for 3 pilots				Delayed. First event is now planned for November.										HB	Aug-08	Nov-08
<b>4.1</b>	<b>Neighbourhood management</b>																
4.1.1	Stakeholder event for 3 pilots	HB														Will take place in November	

<b>CP4: Sense of Community</b>																	
Ref	August 2008 Action		Colour		Corrective Action										Who	Original Date	Revised Date
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
4.1.4	Agree approach 'Hagley Rural' with Leader and Leader of Opposition				Awaiting results of consultation, which closes on 31 <sup>st</sup> October 2008.										HB	Aug-08	Nov-08
<b>4.1</b>	<b>Neighbourhood management</b>																
4.1.4	Agree approach 'Hagley Rural' with Leader and Leader of Opposition	HB														Will take place in November	

<b>CP4: Sense of Community</b>																	
Ref	August 2008 Action		Colour		Corrective Action										Who	Original Date	Revised Date
4.1.6	Develop action plans and submit to LSP and Cabinet (if Budget Bids)				Will need to re-consider this approach or suspend, given feedback received on link to LSP.										HB	Jul-08	Sept-08
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
<b>4.1</b>	<b>Neighbourhood management</b>																
4.1.6	Develop action plans and submit to LSP and Cabinet (if Budget Bids)	HB														Decision yet to be made.	

<b>CP4: Sense of Community</b>																	
Ref	August 2008 Action		Colour		Corrective Action										Who	Original Date	Revised Date
4.3.13	Establish monitoring & meeting arrangements set out in the SLA with the Artrix.				Work in this area is ongoing due to concern raised by the Operating Trust of the Artrix over some of the phrasing in the agreement document. Extended to December.										JG	Jul-08	Dec-08
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
<b>4.3</b>	<b>Popularity of events programme</b>																
4.3.13	Establish monitoring & meeting arrangements set out in the SLA with the Artrix.	JG														Negotiations continuing.	

<b>CP4: Sense of Community</b>																	
Ref	August 2008 Action	Colour	Corrective Action												Who	Original Date	Revised Date
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
4.3.1 4	Agree service improvement plan and targets based on SLA, previous years performance and BDC user feedback out turns.														JG	Jul-08	Dec-08
<b>4.3</b>	<b>Popularity of events programme</b>																
4.3.14	Agree service improvement plan and targets based on SLA, previous years performance and BDC user feedback out turns.	JG															Negotiations continuing.

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FP1: Value For Money																	
Ref	August 2008 Action		Colour		Corrective Action										Who	Original Date	Revised Date
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
6.2.3	Transfer Dolphin Centre to Leisure Trust				Trust withdrew from transfer negotiations on 4 <sup>th</sup> September. Leisure Transfer Group considering options for future action. Report to Cabinet in November										PS	Jul-08	Dec-08
<b>6.2</b>	<b>Alternative methods of service delivery, to include revisiting the shared services/ joint working agenda</b>																
6.2.3	Transfer Dolphin Centre to Leisure Trust	PS														Dependent on decisions made at Cabinet in November.	

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FP1: Value For Money																	
Ref	August 2008 Action		Colour		Corrective Action										Who	Original Date	Revised Date
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
6.3.4	Reduced number of suppliers by agreeing framework contracts				Report to be extracted to analyse the number of suppliers used over the previous year with the aim to demonstrate a reduction in suppliers.										JLP	Aug-08	Sept-08
<b>6.3</b>	<b>Improved procurement</b>																
6.3.4	Reduced number of suppliers by agreeing framework contracts	JLP														Will be undertaken in September.	

<b>PR1: Customer Process</b>																	
Ref	August 2008 Action		Colour		Corrective Action										Who	Original Date	Revised Date
10.3.2	Ordered functions by tolerance		[Red]		Work on tolerance and outline business continuity plan will be prepared by mid October.										PS	Aug-08	Oct-08
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
<b>10.3</b>	<b>Business Continuity</b>																
10.3.2	Ordered functions by tolerance	PS		[Red]	[Grey]	[Hatched]										Work delayed due to competing pressures regarding Dolphin Centre and Town Centre.	

<b>PR5: Planning</b>																		
Ref	August 2008 Action		Colour		Corrective Action										Who	Original Date	Revised Date	
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action			
14.2.2	Prepared formal representation on preferred option															MD	Aug-08	Oct-08
<b>14.2</b>	<b>Regional Spatial Strategy Phase 2 Revision</b>																	
14.2.2	Prepared formal representation on preferred option	MD																GOWM have commissioned more work to look into the possibility of increasing the level of house building across the region, consequently the levels of development the district will be expected to deliver is unclear. Further to this Redditch's designation as a Settlement of Significant Development may increase the levels of growth expected for Redditch, disproportionately to that of other districts within the West Midlands.

## Exception Report for August 2008 Improvement Plan

## Appendix 1

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<b>HR&amp;OD2: Modernisation</b>																	
Ref	August 2008 Action		Colour		Corrective Action										Who	Original Date	Revised Date
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
16.2.1	Report to Cabinet with proposals to change pay structure and terms and conditions of employment				Negotiations with unions ongoing. Staff briefings to explain causation of delay. Counsel Opinion being sought.										JP	Jul-08	Oct-08
<b>16.2</b>	<b>Single Status</b>																
16.2.1	Report to Cabinet with proposals to change pay structure and terms and conditions of employment	JP														Special Cabinet meeting on 22 <sup>nd</sup> October to consider how to proceed.	

<b>HR&amp;OD2: Modernisation</b>																	
Ref	August 2008 Action		Colour		Corrective Action										Who	Original Date	Revised Date
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
16.2.2	Implementation				As per 16.1.1. Negotiations with unions ongoing. Staff briefings to explain causation of delay. Counsel Opinion being sought.										JP	Aug-08	Nov-08
<b>16.2</b>	<b>Single Status</b>																
16.2.2	Implementation	JP														Special Cabinet meeting on 22 <sup>nd</sup> October to consider how to proceed.	



## BROMSGROVE DISTRICT COUNCIL

### CABINET

5<sup>th</sup> NOVEMBER 2008

#### CAPITAL PROGRAMME INCREASE – CHRISTMAS LIGHTS

Responsible Portfolio Holder	Councillor June Griffiths
Responsible Head of Service	Mike Bell Street Scene and Community

#### 1. SUMMARY

- 1.1 This report requests Members consider an increase in the Capital Programme of £48,000 to fund purchase of new Christmas lights.

#### 2. RECOMMENDATION

- 2.1 The Executive Cabinet is recommended to:

- 2.1.1 Request Full Council approve an increase to the Capital Programme of £48,000 to fund the Christmas lights to be funded from available revenue contributions.

#### 3. BACKGROUND

- 3.1 The Christmas lights have been reduced in capacity over the last 3 years due to wear and tear and age, along with a number of concerns being raised in relation to the Health and Safety aspect of the lights and the surrounding infrastructure due to legislation. In addition to this the public have highlighted concerns over poor displays in the last few years, and a survey recently carried out showed that Christmas Lights in the Town was a priority.
- 3.2 The installation of the new Christmas Lights forms a significant part of the Regeneration of Bromsgrove Town Centre. A selection of the lights situated in the trees will remain in situ across the calendar year for other Council and Community Events.
- 3.3 Officers have considered the infrastructure costs as well as installation and supply for Christmas Lights in Bromsgrove and Rubery.
- 3.4 The Council's procurement procedure has been followed to supply/install and set up new infrastructure in conjunction with Street Scene and Community. The company selected are a large company with an international reputation based upon the quality and reliability of their products and service.
- 3.5 Due to the costs relating to new lights and infrastructure the funding has to be classed as capital rather than revenue. There is an approved revenue budget of £23k available for the Christmas lights electricity, maintenance and minor

purchase. In order to meet the requirement of new lights and infrastructure it is proposed that £3k remains to fund the electricity and the additional funding of £28k is met from the Councils grant received in relation to Local Authority Business Grant Initiative (LABGI). The Council received £152k in July 2008, a proportion of which will be utilised to fund the Christmas lights

**4. FINANCIAL IMPLICATIONS**

4.1 The £20k virement from revenue and £28k funding from LABGI will be utilised to fund the Capital Programme increase for the costs associated with the new lighting infrastructure.

**5. LEGAL IMPLICATIONS**

5.1 There are no legal implications from this report.

**6. CORPORATE OBJECTIVES**

6.1 The improved lights will enhance the environment of the Town Centre and its future redevelopment.

**7. RISK MANAGEMENT**

7.1 The no risk management implication associated with this report other than the reputational implications if we do not provide this funding as it has been highlighted as priority in the eyes of residents and local traders over recent years.

**8. CUSTOMER IMPLICATIONS**

8.1 There are no direct customer service implications, other than those highlighted in the corporate objectives section of this report and those in section 3.1 & 3.2.

**9. OTHER IMPLICATIONS**

Procurement Issues: The contract has been entered into following the Councils procurement procedures
Personnel Implications: None
Governance/Performance Management: None
Community Safety including Section 17 of Crime and Disorder Act 1998: None
Environmental: None
Equalities and Diversity: None

**10. OTHERS CONSULTED ON THE REPORT**

Portfolio Holder	<b>Yes</b>
Chief Executive	<b>Yes</b>
Corporate Director (Services)	<b>Yes</b>
Assistant Chief Executive	<b>No</b>
Head of Service	<b>Yes</b>
Head of Financial Services	<b>Yes</b>
Head of Legal & Democratic Services	<b>No</b>
Head of Organisational Development & HR	<b>No</b>
Corporate Procurement Team	<b>No</b>

11. **APPENDICES**

No appendices

12. **BACKGROUND PAPERS**

**CONTACT OFFICER**

Name: John Godwin  
E Mail: j.godwin@bromsgrove.gov.uk  
Tel: (01527) 881730

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## BROMSGROVE DISTRICT COUNCIL

### CABINET

5TH NOVEMBER 2008

#### Medium Term Financial Plan 2009/10-2011/12

Responsible Portfolio Holder	Councillor Geoff Denaro
Responsible Head of Service	Jayne Pickering – Head of Financial Services

#### **1. Summary**

- 1.1. To provide information to enable the Executive Cabinet to review the current position on the medium term financial plan (revenue budgets) for 2009/10-2011/12 including the proposed pressures and savings.

#### **2. Recommendations**

- 2.1. It is recommended that Executive Cabinet :
  - 2.1.1 consider the unavoidable and high pressures as identified in Appendix A and revise the priority of any pressures including those currently categorised as medium and low as shown at Appendix B.
  - 2.1.2 consider the savings identified at Appendix C and request that officers investigate all options to balance the financial plan over the 3 years and to mitigate the potential impact of redundancies across the Council.

#### **3. Background**

- 3.1. The Council on 16<sup>th</sup> January 2008 approved a medium term financial plan that included the Revenue and Capital budget requirements for 2009/10-2011/12.
- 3.2. On 1<sup>st</sup> October 2008 the Executive Cabinet approved the budget process and timetable to be followed to review the medium term financial plan for 2009/10-2011/12.
- 3.3. As part of the approved budget process Executive Cabinet proposed a streamlined set of 4 priorities against the Council objectives for focus of resources which were approved by Council on 17<sup>th</sup> September 2008. These were:

1. A Thriving Market Town
2. Housing
3. Sense of Community
4. Street Scene and sustainability

3.4. The approved objectives and priorities have been used to drive the budget process as follows

- Budget pressures have only been proposed to members by senior management if they have been identified as unavoidable / or they are fundamental in achieving the Council's priorities.
- Financial savings have been focused on more efficient working practices and alternative methods of service delivery
- Disinvesting in non priority areas.
- The capital programme proposals will be presented to the December meeting of Cabinet for consideration.

3.5 The current financial plan covers a period of 3 years. It is proposed that the final report to members will include an overarching 3 year financial strategy. The Strategy will address the financial plans of the Authority in consideration of asset management ,ICT, risk management and investment strategies to include the impact of any potential borrowing.

#### **4. Base budget information**

4.1. The current budget book that was sent to all members in February 2008 includes the Base budget for 2009/10 and 2010/11. These budgets have been used as the starting point of the plan and the proposed pressures and savings will be included to form the new approved budget for 2009/10-2011/12.

4.2. The base budget for 2009/10-2010/11 included a number of approved changes to the funding of services from the financial position of 2008/09. These included:

- Savings in relation to delivering leisure services by alternative methods. (£150k)
- Income generated from the charging for the green waste service £400k
- Identified savings in relation to providing services in the planning department £170k
- Council Tax level to be 4.45% increase per annum

4.3. Based on the present pay structure excluding the impact of Job Evaluation but including assumptions for pay award and incremental increase the net expenditure is:

- Base Budget for 2009/10 £12.113m
- Base Budget for 2010/11 £12.514 m
- Base Budget 2011/12 £13.048m

4.4. Within this the following assumptions have been made for the main elements of the budget:

Pay awards	2.5% per annum (Note 1)
Utility costs	5.0% per annum
Business rates	5.00% per annum
Other costs	2.5% per annum
Government Grants	Based on provisional settlement (Note 4)
Investment interest	4% per annum (Note 2)
Pension fund increase	Note 3
Vacancy Management	4.0%

Notes:

1. For the purposes of this exercise it has been assumed that a pay award of 2.5% will be given in 2009/10-20011/12
  2. Investment interest for 2009/10-2011/12 has been included at 4. %. Further detailed analysis is to be undertaken to assess the impact of the economic changes in interest rates over the next month.
  3. The pension fund actuaries have assessed that in order to move toward a fully funded pension scheme within six years the rate would need to increase by incremental steps of 0.7% per annum to a maximum of 19.1% by 2010/11. Currently the employers rate is 17.8% which is the figure used in this report as the Council is due a revised revaluation from the County pension department.
  4. There has been a provisional grant settlement for 2009/10 & 2010/11 provided to the Council. It is anticipated that there will be a 2% increase in 2011/12.
- 4.5. Savings of 4% each year on the pay bill have been assumed through vacancy management. These savings will also be used to cover the costs of recruitment.
- 4.6. The funding associated with the cost implications of the implementation of Job Evaluation/ Single Status will be utilised from balances once the detailed pay model is approved by Cabinet.

## **5. Budget Pressures**

- 5.1. Officers have identified a number of budget pressures that have either been deemed “unavoidable” or “high” priority. Unavoidable includes the

ongoing effects of pressures during 2008/09 together with any corrections in the budget. A high priority is something that is in direct pursuit of the Council's priorities. Each unavoidable and high pressure has a specific "funding request" schedule completed which reflects how the funding required meets the Council objectives. Unavoidable pressures are detailed at Appendix A and high pressures at Appendix B

- 5.2. A number of other budget pressures have been identified but these have been categorised as medium and low by officers and do not form part of the financial projections. These are identified at Appendix C
- 5.3. Those classified as unavoidable and high are included in the budget total.

## **6. Budget reductions**

- 6.1 The savings have been proposed by Corporate Management Team who have sought to identify areas which could demonstrate:
  - Additional income generation
  - Reduction to costs with no impact on service delivery
  - Alternative methods of service delivery / more efficient working practices / shared / collaborative working to realise savings
  - Reduction in cost of services which do not directly impact on the Councils priorities
- 6.2 The savings/ additional income details are shown in Appendix D.

## **7 Investment Interest**

- 7.1 A critical element within the overall medium term financial plan is Investment Interest. Members will be aware that due to the current financial climate a decision has been taken to hold investments in very the low risk organisations which offer a lower rate of return than those institutions which may be considered as slightly higher risk. The draft budget included in this report reflects investment income at 4. % per annum.
- 7.2 Further detailed consideration of the investment income will be undertaken over the following weeks to ensure that maximum rate can be achieved whilst protecting the Councils funds held.



## 8 Overall Position

- 8.1 Based on the assumptions and the proposed pressures and savings the estimated position for each of the three years is as follows:

	2009/10 £'000	2010/11 £'000	2011/12 £'000
Base cost of General Fund Services	12,113	12,514	13,048
Pressures – High bids & unavoidable	1,160	1,083	1,190
Transfer re grants received – Planning Delivery & Local Authority Business Grant	-195	-125	
Savings	-479	-555	-865
Investment Income	-295	-146	-85
Recharge to capital programme	-133	-136	-136
Net operating expenditure	12,171	12,635	13,152
Transfer from (-) to balances	-146	-71	
Collection Fund surplus	-50		
Government Grant	-4,945	-5,047	-5,148
Assumed Council Tax @ 4.45%	-6,882	-7,260	-7,659
<b>Overall Shortfall</b>	<b>148</b>	<b>257</b>	<b>345</b>

- 8.2 The Council is to set a balanced budget for 2009/10-2011/12 and therefore will have to approve further savings, increase income or reduce high pressures for 2009/10-2011/12. Any additional spending, over and above the pressures identified above, would also need to be funded by additional savings.

## 9. Balances

- 9.1 The current projected level of balances at 31.03.09 is £1.088m assuming all costs approved are spent. The level of balances can be utilised for one off costs and it is proposed that the funds required for any redundancy or early retirement costs are met from this area.

## 10 Fees and charges

- 10.1 The financial plan 2008/09-2010/11 currently assumes a 2.5% increase in all income. The high pressures proposed at Appendix A include the cost of not increasing the car park tariff for 2009/10 and 2010/11.
- 10.2 Currently budget holders are reviewing the volume of transactions and income received together with any other areas that could be chargeable.

## **11 FINANCIAL IMPLICATIONS**

14.1 None other than those included in the report.

## **15. LEGAL IMPLICATIONS**

15.1 None as a direct result of the draft budget. Legal and Human resource issues will be addressed during any discussions in relation to restructures and redundancies.

## **16. CORPORATE OBJECTIVES**

16.1 The delivery of a balanced budget demonstrates the Councils ability to fund objectives and priorities within a reasonable level of increase to residents.

## **17. RISK MANAGEMENT**

17.1 The main risks associated with the details included in this report are:

17.1.1 Non compliance with the statutory deadlines to set a balanced budget.

17.1.2 No formal consultation undertaken with the public

17.1.3 Poor use of resources scoring in relation to consideration of the budget

17.2 These risks are being managed as follows:

17.2.1 Non compliance with statutory deadlines

Risk Register: Financial Services

Key Objective Ref.: 6

Key Objective: Effective and Efficient Accountancy Service

17.2.2 No formal consultation undertaken with the public

Risk Register: Financial Services

Key Objective Ref.: 6

Key Objective: Effective and Efficient Accountancy Service

17.2.3 Poor use of resources scoring in relation to consideration of the budget

Risk Register: Financial Services

Key Objective Ref.: 6

Key Objective: Effective and Efficient Accountancy Service

17.3 Key actions and controls to manage these risks include:

- Detailed timetable in place to manage the budget process with departments and accountancy support

- Allocation of qualified and professional staff to focus on budget setting accounts
- Regular updates at Corporate Management Team in relation to budget processes
- Formal consultation on the budget with the Budget Jury
- Formal consultation in place with unions and individual employees
- Formal consultation with customer panel via SNAP in place

## **18. CUSTOMER IMPLICATIONS**

18.1 The consideration of the current position of the budget will give the public an opportunity to comment on the proposals which will be reported back to Council at the meeting in January. The setting of the budget against the Corporate Priorities will ensure that the Council demonstrates to the customer that we have aligned our resources to the key services required.

## **19. OTHER IMPLICATIONS**

Procurement Issues	N/A
Governance/Performance Management	N/A
Community Safety including Section 17 of Crime and Disorder Act 1998	N/A
Policy	N/A
Environmental	N/A
Equalities and Diversity	N/A

## **20. OTHERS CONSULTED ON THE REPORT**

Portfolio Holder	<b>Yes</b>
Chief Executive	<b>Yes</b>
Corporate Director (Services)	<b>Yes</b>
Assistant Chief Executive	<b>Yes</b>
Head of Service	<b>Yes</b>

Head of Financial Services	<b>Yes</b>
Head of Legal & Democratic Services	<b>Yes</b>
Head of Organisational Development & HR	<b>Yes</b>
Corporate Procurement Team	<b>Yes</b>

#### 24. **APPENDICES**

Appendix A – High Pressures

Appendix B – Unavoidable pressures

Appendix C – Medium and Low pressures

Appendix D – Savings / additional income generated

#### 25. **BACKGROUND PAPERS**

Budget timetable

Detailed budget working papers

#### **CONTACT OFFICER**

Name: Jayne Pickering  
E Mail: [j.pickering@bromsgrove.gov.uk](mailto:j.pickering@bromsgrove.gov.uk)  
Tel: (01527) 881207

**APPENDIX A**

<b>Unavoidables</b>	<b>2009/2010</b>	<b>2010/2011</b>	<b>2011/2012</b>	<b>Commentary</b>
<b>2009/10 - 2011/12</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	
ICT Helpdesk In-House	25	25	25	Aim to bring ICT help desk in-house - not able to facilitate due to lack of resources - other savings identified to offset cost
Leisure Trust	50	0	0	Savings of £150k achieved by 2010/11
Car Park Income - 0809 shortfall	100	100	100	Car Park income not achieving target income as anticipated
Concessionary Fares	50	50	50	Concessionary fare uptake higher than originally anticipated
Fuel Bills (Utilities)	50	50	50	Rising Utility Costs - Dolphin Centre, Council House & Depot
Elections Budget	15	15	15	Revision to correct elections budget
JE Licence & Redditch		6		To fund software JE modelling -
Over 60's free swims			26	Funding only for 2 years - proposal agreed by Council
Smoke Free Post	35	35	35	Grant income no longer available - check scope to share costs with Redditch
Election	0	10	60	Election costs (£70k total - split for prep work; carry forward any remaining budget from 10/11 to 11/12)
CSC Staffing Issue	76	76	76	2.5 FTE CSC avs & 1 manager ( County withdrawing funding)
Increase in fuel charges based on usage	90	90	90	Figure may be revised due to falling oil prices
License enterprise		25	25	To update Microsoft licenses
Planning apps , land charges	110	110	110	continued reduction in the income generated in planning due to economic climate - savings to offset built into 2009/10 budget plans
TIC Running Costs	30	30	30	Estimate for staff costs only
Negative budgets offset	19	19	19	To correct prior year negative budgets
Museum Rates	6			One year unavoidable pending asset management review
Members remuneration - increases over inflation				To be included once details are available
Income From BDHT re sale of houses	50	50	50	income target now reduced due to decline in sales
Air quality monitoring	20			To monitor air quality in the town centre- propose to fund from balances
Charge for land rental Bromsgrove Rovers	15			To review position on the expiry date at the end of 09/10
<b>TOTAL UNAVOIDABLE PRESSURES</b>	<b>741</b>	<b>691</b>	<b>761</b>	

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**APPENDIX B**

Key Deliverable Bids	2009/2010 £000	2010/2011 £000	2011/2012 £000	Commentary	Link to Corporate Objectives	Priority Ranking
Disability Group & Finding a voice	1	1	1	Disability Group - Enable group to provide social and information network for people with disability and finding a voice Determine demand for network and if one, set up network to provide support and provide voice for this community.	Sense Of Community	High
Self Advocacy	4	4	4	Self advocacy for older people. Set up group sessions each fortnight to develop self advocacy skills and retain independence for longer.	Sense Of Community	High
Fun Farm Day	5	5	5	Fun farm day - Enable BYHF to work with 16-25 year olds on organising an event (to help develop life skills and confidence).	Sense Of Community	High
Allotment Project	1	1	1	Allotment Project - Regenerate run down allotment. Padstone and Greenscope Day Service to work on allotment.	Sense Of Community	High
Climate Change Strategy	20	20	20	New bio-diversity officer post net of contributions from other organisations	Street Scene and Environment	High
Assistant Drainage Engineer / climate change	20	20	20	Assistant Drainage Engineer - savings from year 3 against current post. Potential to share with County.	Street Scene and Environment	High
Graduate Trainee	25	25	25	Part of restructure - linked to savings offered	Sense Of Community	High
Water course implementation	15	15	15	Maintain cleanliness and litter free brook	Street Scene and Environment	High
Wardens/ ASB Officers	60	60	60	2 neighbourhood wardens	Sense Of Community	High
Car Park Changes	38	76	78	To not put up prices in car parks in 2009/10-2010/11	Thriving Market Town	High
PPG17-Play Area, R&R & maintenance	n/a	?	?	To be developed as part of PPCG17		High
Project Support	35	35	35	Emergency Planning Assistant, Business Continuity/ Town Centre Admin	Thriving Market Town	High
Community Transport	30	30	30	1 Drivers and vehicles	Sense Of Community	High
Basement Project	0	20	25	To provide SLA with basement project - support homeless and young people	Housing	High
Youth Budgeting	10	10	10	White paper - getting younger people involved in the democratic process	Sense Of Community	High
Consultants re EIP	100			Inspectors for investigation & preparing report - proposal to fund from balances		High
Museum	25	10	10	Cataloging and transportation	Sense Of Community	High
Neighbourhood Partnerships	22	22	22	to increase substantive funding for existing 2 neighbourhood partnerships from £4k each to £15k each - 08/09 funded from improvement plan (cabinet 30/04/08)	Sense Of Community	High
Neighbourhood Partnerships	8	38	68	To increase Neighbourhood partnerships by 2 per year £4k each in 1st year followed by £15k in 2nd year	Sense Of Community	High
<b>TOTAL HIGH PRESSURES</b>	<b>419</b>	<b>392</b>	<b>429</b>			

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**APPENDIX C**

<b>Key Deliverable Bids</b>	<b>2009/2010 £000</b>	<b>2010/2011 £000</b>	<b>2011/2012 £000</b>	<b>Commentary</b>	<b>Link to Corporate Objectives</b>	<b>Priority Ranking</b>
Monitoring Officer Investigations	30	30	30	Additional officer required to service increase in member investigations		Low
Additional support to identify space requirements	?	?	?	Potential for future years development of Council House		Low
Committee admin (LNP's)	30	30	30	Additional officer required to service LNP		Low
Increase Democratic Participation	5	5	5	Community involvement, Raising awareness, Increasing participation	Sense of community	Low
Sickness absence software to improve performance & Healthy Living Campaign	22	5	5	Possible spend to save additional costs arising from sickness or agency		Low
Recruitment Adverts	2	2	2	Improve advertising for Council posts		Low
Potentially violent persons register	?	?	?	To support the staff who visit residents to ensure they are safe in the community		Low
Active Community Officer	30	30	30		Sense of community	Low
Plan The Core & Plan watercourses, Air quality	45	55	65	Car Sharing/ Pool Cars, Home working, energy efficiency measures, climate adoption- achieve level 1/2 NI 188 WEEAC Services - transferred to Climate change officer	Street Scene and Sustainability	Low
Potentially Violent persons register	?	?	?			Low
Video Links improvement	8	5	5	To support the residents in outlying areas to contact and interact with the Council	Sense of community	Low
Front of House	50	50	50	2 Customer Service Advisors - to be met from admin review/ alternative methods found	Sense of community	Low
Intergenerational activities						
Permanently recruit improvement manager	50	50	50	To provide support for the improvements required in the Council - to include Business process re-engineering to realise efficiencies		Medium
Town Centre- Cleanliness	10	10	10	Improve perception of cleanliness, litter pickup	Street Scene and Sustainability	Medium
Fixed Penalty Notice Implementation	15	6	6	To enforce environmental protection issues across the District ( litter, dog fouling etc)	Sense of community	Medium
Civil Parking Enforcement	0	90	90	To implement Civil Parking Enforcement	Sense of community	Medium
<b>TOTAL MEDIUM &amp; LOW</b>	<b>297</b>	<b>368</b>	<b>378</b>			

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## Proposed Savings 2009/10 - 2011/12

### APPENDIX D

Description	2009/2010	2010/2011	2011/2012	Commentary
	£'000	£'000	£'000	
Drainage Engineer	0	0	-30	Related to pressure for Assistant Drainage Engineer post
Non Domestic Rates	-30	-30	-30	Estimated Saving based on 08-09 actual
Clothing & Uniforms	-5	-5	-5	Net estimated savings
Corporate Training	-50	-90	-90	Based on previous 2 years budget usage
Printing & Stationery	-25	-25	-25	Improved procurement - includes saving from ICT & printing
Member Development	-8	-8	-8	Savings on member programme
Discretionary Rate Relief	-10	-10	-10	Savings based on prior years expenditure
Emergency Planning/Works	-13	-13	-13	Contribution to County for support
Housing Benefit Overpayment recoveries	-100	-100	-100	Additional grant received
Income Hire Charges	-15	-15	-15	Trade Waste main contributor
ICT Training	-5	-5	-5	Reduction in budget
ICT support infrastructure	-20	-20	-20	savings on infrastructure
Disaster share with Redditch	-20	-20	-20	sharing ICT disaster recovery with Redditch
Additional income from licensing	-10	-10	-10	additional income anticipated
Savings from advertising	-12	-12	-12	improved procurement - changing supplier
CCTV	-5	-5	-5	additional income
Lifeline	-2	-2	-2	saving based on PNC capital bid
Lifeline	-1	-5	-15	saving based on PNC capital bid
Dolphin Centre	0	0	-20	additional income
Alternative methods of service delivery / shared services	-131	-163	-413	Shared service working
Pay on foot - additional income	-17	-17	-17	Additional income if pay on foot implemented
<b>TOTAL SAVINGS</b>	<b>-479</b>	<b>-555</b>	<b>-865</b>	

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