

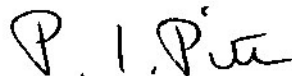
**Steve Atkinson** MA(Oxon) MBA MloD FRSA  
*Chief Executive*

**Date: 28 July 2008**

Dear Sir/Madam

I hereby summon you to attend a meeting of the **HINCKLEY & BOSWORTH BOROUGH COUNCIL** in the Council Chamber at these offices on **TUESDAY, 5 AUGUST 2008 at 6.30 pm.**

Yours faithfully

A handwritten signature in black ink, appearing to read 'P. I. Pitt', written in a cursive style.

Pat Pitt (Mrs)  
Corporate Governance Officer

### **AGENDA**

1. Apologies
2. To confirm the minutes of the meeting held on 8 July 2008. Attached marked 'C21'.
3. To be advised of any additional items of business which the Mayor decides by reason of special circumstances shall be taken as matters of urgency at this meeting.
4. To receive verbally from Members any disclosures which they are required to make in accordance with the Council's code of conduct or in pursuance of Section 106 of the Local Government Finance Act 1992. This is in addition to the need for such disclosure to be also given when the relevant matter is reached on the Agenda.
5. To receive such communications as the Mayor may decide to lay before the Council.
6. To receive petitions presented in accordance with Council Procedure Rule number 10.11.

7. To deal with questions under Council Procedure Rule number 11.1.
8. Position Statement. The Leader of the Council will give a brief presentation.
9. To consider the following reports:-
  - (a) The Leicestershire District and Borough Councils' Children and Vulnerable Adults Safeguarding Policy and Procedures. Attached marked C22 (pages 1-4).
  - (b) Children and Young People's Strategy (incorporating a 'Hear by Right' Action Plan). Attached marked C23 (pages 5-8).
  - (c) Hinckley Town Centre Regeneration Support. Attached marked C24 (pages 9-12).
  - (d) Investors in People – Standard. Attached marked C25 (pages 13-17)
  - (e) Corporate Equalities. Attached marked C26 (pages 18-65).
  - (f) Shared ICT Service with Oadby & Wigston Borough Council. Attached marked C27 (pages 66-70).

10. The Council's is requested, in view of the increased workload of the Standards Committee, to agree a nomination of the Leicestershire and Rutland Association of Parish and Town Councils, of an additional Parish Council representative on to that Committee.

NB. Members are reminded that there is provision within the current Constitution for such appointment.

11. To consider the following motions, notice of which, in accordance with Council Procedure Rule 13, have been received from the Members named:-

- (a) From Mr. S.L. Bray

'This Council notes the increasing concern about the number of flats being built around the Borough, in particularly in Hinckley town centre.

Too many of our attractive and historic buildings are being demolished to make way for flats. Often the Council's Planning Committee are powerless to stop these applications, causing great frustration and anger to members and the public alike. These developments are also adding to the increasing parking problems in residential streets within the town centre.

This Council therefore requests that the Director of Community and Planning Services continues to make the strongest representations to the Secretary of State to give Councils more powers to stop excessive and unnecessary planning applications for flats, and explores through our own Local

Development Framework, the tightening up of our local policies to give Planning Committee further grounds to refuse applications when they are deemed unnecessary’.

(b) From Mr. A.J. Smith

‘This Council makes a formal complaint to the Cabinet Lead Member for Highways on the County Council about the poor performance of the grass cutting service in Hinckley & Bosworth.

This Council welcomes the apology made by the County Cabinet member concerning the quality and performance of the County Council’s contractor, but we would like to remind him that the problem remains unresolved with many verges still in an appalling condition.

This Council calls upon the County Council, through its Lead Member to complete a full review of the existing grass cutting contract, and if necessary amend it to ensure that the problem does not recur, especially at this time of year, and that the residents of Hinckley & Bosworth receive the level of service they deserve’.

(c) From Mr. D.C. Bill

"To give support in principle to the following motion approved by Nuneaton and Bedworth Borough Council on 14 July 2008:-

*“That this Council, in the interests of its residents, will continue, as set out in the Cabinet decision dated 25 June, 2008, to investigate and explore all the possible legal and legitimate powers available to it under legislation, to oppose the installation of the Soil Reclamation Plant given planning permission by the County Council’s Regulatory Committee for the Judkins site in Nuneaton.*

*Further, this Council instructs the Leader and the Chief Executive to write (within 24 hours) to the Secretary of State (in his capacity as head of the Environment Agency) for the purpose of arranging an urgent meeting with the Leader of the Council and the Leader of the Opposition, together with the Leader of Warwickshire County Council (should he wish) to discuss the safety and environmental impact of this Soil Reclamation Plant, as this is the first of its kind in the UK. Also, this Council instructs the Chief Executive to write to the Leader of the County Council and invite him to attend this meeting”*

and that our Chief Executive be requested to secure from the Chief Executive of Nuneaton and Bedworth Borough Council further details of the environmental impact of the proposed facility”.

To: All Members of the **HINCKLEY & BOSWORTH BOROUGH COUNCIL**  
(other recipients for information).

**HINCKLEY AND BOSWORTH BOROUGH COUNCIL**  
**8 JULY 2008 AT 6.30 P.M.**

**PRESENT:** MR. J.G. BANNISTER - MAYOR

Mrs. M. Aldridge, Mr. P.S. Bessant, Mr. D.C. Bill, Mr. C.W. Boothby, Mr. J.C. Bown, Mr. S.L. Bray, Mrs. R. Camamile, Mr. M.B. Cartwright, Mr. D.S. Cope, Mr. J.D. Cort, Mr. W.J. Crooks, Mrs. S. Francks, Mr. D.M. Gould, Mrs. A. Hall, Mr. P.A.S. Hall, Mr. D.W. Inman, Mr. C.G. Joyce, Mr. C. Ladkin, Mr. M.R. Lay, Mr. K.W.P. Lynch, Mr. R. Mayne, Mr. K. Morrell, Mr. L.J.P. O'Shea, Mrs. J. Richards, Mr. A.J. Smith, Mr. B.E. Sutton, Mr. R. Ward, Ms. B.M. Witherford and Mr. D.O. Wright.

Also in attendance: Mr. R. Birch, Chairman of the Standards Committee.

Officers in attendance: Mr. S.J. Atkinson, Mr. A. Bottomley, Mr. Michael Brymer, Mr. B. Cullen, Mrs. T. Darke, Mr. R. Palmer, Mrs. P.I. Pitt and Mr. T.M. Prowse.

88 **PRAYER**

The Reverend Canon B. Davis offered prayer.

89 **APOLOGIES**

Apologies for absence were submitted on behalf Mr. P.R. Batty, Dr. J.R. Moore and Mr. K. Nichols.

90 **MINUTES (C15)**

It was moved by Mr. Bill, seconded by Mr. Bray and

**RESOLVED** - the minutes of the meeting held on 24 June 2008 be confirmed and signed by the Mayor.

Mr. Ladkin entered the meeting at 6.36pm.

91 **ADDITIONAL URGENT BUSINESS BY REASON OF SPECIAL CIRCUMSTANCES**

The Mayor indicated that, as previously circulated to Members, he had agreed to take as a late item a report (C20) of the Head of Business and Street Scene Services seeking a supplementary estimate to cover the cost of fuel increases.

92 **DECLARATIONS OF INTEREST**

No interests were declared at this stage.

93 MAYOR'S COMMUNICATIONS

The Mayor referred to his numerous engagements recently and highlighted the 'Play in the Park' event at Hollycroft Park, paying tribute to the Council's events team involved in the organisation of this. The Mayor indicated that he would be absent from the next scheduled Council meeting since he had a planned visit to Lyre in Normandy which, because of its Priory, had links with this Council.

94 POSITION STATEMENT BY THE LEADER OF THE COUNCIL

In his presentation the Leader referred to the intention at tonight's meeting to select the preferred development partner to take forward the regeneration of the Hinckley Bus Station site. Also at tonight's meeting Members would be called upon to endorse the Council's submission to the Audit Commission for recategorisation under its Comprehensive Performance Assessment (CPA) criteria. The Leader made reference to the recent significant rises in fuel costs and to the fact that Council would tonight be requested to agree a supplementary estimate to meet these rising costs. Arising from the employment situation at Caterpillar, the Leader emphasised the Council's intention, with partners, to participate in a major response initiative, the outcome of which would be conveyed to Members. In conclusion the Leader referred to his recent attendance, together with the Deputy Leader and the Chief Executive at the Local Government Association (LGA) Conference. Feedback on this conference was circulated separately to Members and accorded with the requirement within the Constitution for Members to report back on conferences and external meetings attended.

95 SCRUTINY COMMISSION MEETING - 12 JUNE 2008 (C16)

In presenting these Mr. Lay briefly referred to the Commission's review of out of hours health care, to an examination of the Local Strategic Partnership progress report and forward plan and discussions, arising from consideration of the Play and Open Space Supplementary Planning Document, on the levying of a 2% administration charge for Section 106 Agreements.

96 REGENERATION OF THE HINCKLEY BUS STATION SITE (C17)

In his introduction to this item, the Executive Member (Community, Regeneration and Planning) referred to the Council's ambition for this key Town Centre site, which was to significantly improve the retail shopping offer of the town, deliver a new state of the art multi-screen cinema and other leisure facilities and to secure a high quality, sustainable development with landmark buildings. He highlighted the major procurement process that had been undertaken to secure a preferred development partner, including the consultation process involving a five day exhibition and meetings with local residents, landowners and occupiers that had taken place in May.

Martin Herbert of Lambert Smith Hampton (the consultancy firm commissioned by the Council to provide specialist skills to assist in the evaluation of the appointment of a preferred development partner) attended for this item and to respond to Members' questions.

In proposing that the Council's preferred development partner to undertake the regeneration of the bus station site should be Tin Hat Partnership (Wilson Bowden/Ashcroft Estates) the Executive Member (Community, Regeneration and

Planning) thanked the other two short-listed developers, St. Modwen and Henry Boot for their submissions which were all of high quality. Reference was then made (as outlined in paragraphs 9 and 10 of the report of the Deputy Chief Executive) to the next stages and to key milestones once the preferred developer was selected.

Whilst recognising that certain issues still needed to be addressed, concerns were expressed that Members, residents and landowners should continue to be kept fully informed and that the development should complement the town centre to avoid adverse impact on the existing shopping area.

Mr. Lynch left the meeting at 7.42pm, returning at 7.43pm.

In addressing some Members' concerns regarding transport provision the Deputy Chief Executive referred to the study commissioned over 12 months ago to assess transport impact of key development sites in the Town Centre, (which had recently been approved by Planning Committee for consultation) the involvement of the Highways Authority in examining all of the submissions and on the intention to improve bus, rail and cycle provision.

Mrs. Francks left the meeting at 7.45pm returning at 7.48pm.

At this juncture the Executive Member for Community, Regeneration and Planning read out a statement from Wilson Bowden advising on their commitment to the development and providing reassurance over the company's position.

Members were agreed that compulsory purchase should only be used as a last resort and that every encouragement should be given to those businesses affected to consider relocation within the Borough. The view was expressed that it was hoped that the proposed development would stimulate the existing retail units in the area.

Following a call from the Mayor and in accordance with the Constitution five Members requested that voting on the recommendations contained in the report of the Deputy Chief Executive be recorded. A vote was therefore taken and recorded as follows:-

For the resolution:-

Mrs. M. Aldridge, Mr. P.S. Bessant, Mr. D.C. Bill, Mr. C.W. Boothby, Mr. J.C. Bown, Mr. S.L. Bray, Mrs. R. Camamile, Mr. M.B. Cartwright, Mr. D.S. Cope, Mr. J.D. Cort, Mr. W.J. Crooks, Mrs. S. Francks, Mr. D.M. Gould, Mrs. A. Hall, Mr. P.A.S. Hall, Mr. D.W. Inman, Mr. C.G. Joyce, Mr. C. Ladkin, Mr. M.R. Lay, Mr. K.W.P. Lynch, Mr. R. Mayne, Mr. K. Morrell, Mr. L.J.P. O'Shea, Mrs. J. Richards, Mr. A.J. Smith, Mr. B.E. Sutton, Mr. R. Ward, Ms. B.M. Witherford and Mr. D.O. Wright (29).

Against the resolution = 0

(the Mayor did not participate in the recorded vote).

On the motion of Mr. Bray, seconded by Mr. Bill, it was unanimously **RESOLVED** - the following be endorsed:-

- (i) The proposal to select the Tin Hat Partnership (Wilson Bowden/Ashcroft Estates) as the Council's preferred development partner in taking forward the regeneration of the Hinckley Bus Station site;
- (ii) The continued support of an external resource to provide specialist skills in regenerating the site; and
- (iii) The promotion and delivery of high quality "award winning" sustainable mixed use development, based on the concept submitted by the Tin Hat Partnership.

Mrs. Aldridge and Mr. Morrell left the Chamber at 8.09pm, returning at 8.11pm and 8.12pm, respectively. Mr. Gould left at 8.10pm and Mr. Bessant at 8.11pm.

97 CPA - SUBMISSION FOR RECATEGORISATION (C18)

Circulated to Members at the meeting was a paper updating the Achievements and Improvement section of the submission.

In their support of this Members referred to the significant improvements and achievements of the Council following the appointment of a new Chief Executive and to improved staff morale. Tribute was paid to Members and to staff for their contributions towards improved service delivery and continuous improvement.

Messrs. Bessant and Gould returned at 8.14pm. Mr. Bray left at 8.15pm returning at 8.17pm.

In acknowledging this comprehensive submission Members were agreed that reference to "every child matters" and the valuable contribution made by the Youth Council should be included. The Chief Executive undertook to include this in the submission and emphasised that the achievements and improvement section within the document were the most significant part of the submission.

Mr. Bray left at 8.27pm returning at 8.29 pm.

It was moved by Mr. Bill, seconded by Mr. Bray and

RESOLVED -

- (i) the submission to the Audit Commission for CPA recategorisation be supported and approved; and
- (ii) The Chief Executive and Leader of each political group be granted delegated authority to make any final revisions (including references to children/young people/the Youth Council) to the submission.

98 PLAY AND OPEN SPACE SUPPLEMENTARY PLANNING DOCUMENT (SPD) - ADOPTION (C19)

Prior to seeking Members' endorsement to this, circulated at the meeting was an addendum relating to proposed on-going discussions with regard to the 2% monitoring fee and the interest earnings retained by this Council. In its consideration of this issue the Scrutiny Commission had expressed concerns with

regard to the 2% charge and had undertaken to investigate the issue of interest on Section 106 contributions.

Mr. Crooks left the meeting at 8.40pm.

Some Members were sympathetic to the view that Parish Councils should have full control of Section 106 contributions relating to developments within their areas and it was moved as an amendment by Mr. Boothby and seconded by Mr. O'Shea that this arrangement apply. However after receiving further information and re-assurance from the Executive Member for Community, Regeneration and Planning and the Director of Community and Planning Services that, in the light of Members' concerns, these provisions would be fully examined at the cross-party members' budget working group on 10 July 2008 with a report being brought back to Members in due course.

It was then moved by Mr. Bray, seconded by Mr. Bill and

RESOLVED -

- (i) The adoption of the Play and Open Space Supplementary Planning Document and accompanying Sustainability Appraisal as part of the Hinckley and Bosworth Local Development Framework be endorsed; and
- (ii) The addendum to the report (providing for full examination of the proposed 2% localised monitoring fee and the retention of interest earnings by the Borough Council) be agreed.

99 SUPPLEMENTARY ESTIMATE - COST OF FUEL (C20)

Circulated to Members at the meeting was an additional recommendation to this urgent report of the Head of Business and Street Scene Services. Members being called upon to agree a supplementary estimate to cover the global increase in fuel costs, it was moved by Mrs. Francks, seconded by Mr. Bill and

RESOLVED -

- (i) A supplementary estimate of £65,000 be funded from the Waste Management reserve for fuel expenditure related to 2008/09;
- (ii) The LGA be approached to lobby for local government activities in relation to statutory duties to be exempt from fuel excise duties; and
- (iii) The urgent representations being considered by Leicestershire County Council to the Government to ring-fence the increase in its revenue from VAT and North Sea oil taxes to offset the additional cost falling on vital public services be supported.

(The meeting closed at 9.10pm)



**REPORT OF HEAD OF CORPORATE & SCRUTINY SERVICES**  
**RE: THE LEICESTERSHIRE DISTRICT AND BOROUGH COUNCIL'S CHILDREN AND VULNERABLE ADULTS SAFEGUARDING POLICY AND PROCEDURES**

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**1. PURPOSE OF REPORT**

To present to members the revised version of the Leicestershire District and Borough Council's Children and Vulnerable Adults Safeguarding Policy and Procedures.

**2. RECOMMENDATION**

Following endorsement by Personnel Committee on 7<sup>th</sup> May 2008, it is recommended that Council:

- 1) Approve the updated policy and
- 2) Agree that officers have the delegated authority to update the policy on an annual basis thereafter.

**3. BACKGROUND TO THE REPORT**

3.1 Section 11 of the Children Act 2004 places a duty on key persons and bodies to make arrangements to ensure that in discharging their functions, they have regard to the need to safeguard and promote the welfare of children. At an organisational or strategic level, the key features are:

- There is senior management commitment to the importance of safeguarding and promoting children's welfare;
- A clear statement of the agency's responsibilities towards children available for all staff;
- A clear line of accountability within the organisation for work on safeguarding and promoting the welfare of children;
- Service development that takes account of the need to safeguard and promote welfare and is informed, where appropriate, by the views of children and young people;
- Staff training on safeguarding and promoting the welfare of all staff working with or in contact with children and families;
- Safer recruitment procedures in place;
- Effective inter-agency working to safeguard and promote the welfare of children; and
- Effective information sharing.

3.2 Supplementary guidance, 'Working Together to Safeguard Children (2006)' was issued to local authorities which includes district/borough councils. Hinckley and Bosworth Borough Council is a partner within Leicestershire's Children and Young People's Board arrangement and the Leicestershire, Leicester and Rutland Local Safeguarding Children's Board.

3.3 The adoption of the proposed policy incorporates the key features as outlined in Section 3.1 and will ensure and embed the duty to safeguard children and vulnerable adults within Hinckley and Bosworth Borough Council. This policy replaces the Safeguarding Children policy previously approved on 24<sup>th</sup> January 2006. The main changes are in relation to the development of the local Common Assessment Framework developing and in consolidating the reporting

mechanisms and lines of accountability within Hinckley and Bosworth Borough Council.

- 3.4 The safeguarding policy is a key element within the Hinckley and Bosworth Borough Council Children and Young People's Strategy.
- 3.5 Historically, each authority operated a localised policy which differed in style and content. This resulted in inconsistency across the districts and best practice was not shared. It was recognised, therefore, that by collaborating with partners it was more effective to develop a single policy that represents up to date best practice. This single policy can then be adopted by each authority to ensure consistency.
- 3.6 To increase sustainability, the established joint working arrangements will ensure that adequate resources are in place to review the policy on a regular basis; this will guarantee that it meets legislative and best practice requirements. Equally, the strength of this approach is that single policy implementation across the districts will simplify the process for employees who move between authorities. This approach is also supported by the NSPCC and Leicestershire County Council.
- 3.7 The council is currently in the process of appointing a Children and Young People's Strategic Coordinator. In order to raise awareness of the policy, the post holder will oversee the roll out of the policy and support relevant training for members and employees.

#### 4. **FINANCIAL IMPLICATIONS (DB)**

The cost of the Children and Young People's Coordinator is included in the 2008/09 Budget and the costs of additional training for members of staff can be met from within the Corporate Training Budget for 2008/09.

#### 5. **LEGAL IMPLICATIONS (AB)**

Contained in the body of the report

#### 6. **CORPORATE PLAN IMPLICATIONS**

- 6.1 This policy will be underpinned by the Council's values in particular;
  - Learn from the best to develop our people and provide excellent services
  - Be reliable when working with partners
  - Provide support to those who need it most.
- 6.2 Appendix A identifies the link of the policy within the Corporate Planning Framework and the wider duties and responsibilities under the Children Act 2004 and the Leicestershire Children and Young People's Plan.

#### 7. **CONSULTATION**

This policy has undergone consultation with departments within Hinckley and Bosworth Borough Council, the NSPCC and Leicestershire County Council.

#### 8. **RISK IMPLICATIONS**

It is the Council's policy to proactively identify and manage significant risks which may prevent delivery of business objectives.

It is not possible to eliminate or manage all risks all of the time and risks will remain which have not been identified. However, it is the officer's opinion based on the information available, that the significant risks associated with this

decision/project have been identified, assessed and that controls are in place to manage them effectively.

The following significant risks associated with this report/decision were identified from this assessment:

<b>Management of Significant (Net Red) Risks</b>		
<b>Risk Description</b>	<b>Mitigating actions</b>	<b>Owner</b>
The inability to appoint a suitable candidate as the full time Children and Young People's Strategic Co-ordinator	The job description, person specification and the grading of the post have been revised to be comparable with similar posts within Leicestershire	Simon Jones

9. **RURAL IMPLICATIONS**

None

10. **CORPORATE IMPLICATIONS**

By submitting this report, the report author has taken the following into account:

- Human Resources Implications

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Background Papers: None

Contact Officer: Simon Jones, Cultural Services Manager Ext 5699

Executive Member: Cllr Stuart Bray, Deputy Leader

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**Appendix A**

**THE HINCKLEY AND BOSWORTH HIERARCHY OF PLANS FOR CHILDREN AND YOUNG PEOPLE**

LEVEL	Hierarchy of Plans									
County Strategic Plans	Leicestershire Sustainable Communities Plan 2008-2012									
County Implementation Plan	Leicestershire Local Area Agreement 2008 - 2011									
Strategic Plans for Children and Young People	Leicestershire's Children and Young People's Plan 2008 - 2011									
Local Community Plans	Hinckley and Bosworth Community Plan 2007 - 2012									
Hinckley and Bosworth Strategic Plans	Hinckley and Bosworth Borough Council Corporate Performance Plan									
CHILDREN AND YOUNG PEOPLE'S STRATEGY	HINCKLEY AND BOSWORTH BOROUGH COUNCIL'S CHILDREN AND YOUNG PEOPLE'S STRATEGY									
Children and Vulnerable Adults Safeguarding Policy	Leicestershire District and Borough Council's Children and Vulnerable Adults Safeguarding Policy and Procedures									
Plans with relevance to children, young people and families	Housing Strategy and Supporting People	Community Safety Partnership Annual Strategic Assessment	Communication/ Consultation Strategy	Corporate Debt Strategy	General Food Safety	Youth Council Action Plan	Cultural Strategy	Licensing Policy	Sports and Recreation and Arts Action Plan	

**COUNCIL – 5 AUGUST 2008**

**REPORT OF THE DEPUTY CHIEF EXECUTIVE**

**RE: CHILDREN & YOUNG PEOPLE'S STRATEGY INCORPORATING A  
'HEAR BY RIGHT' ACTION PLAN**

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**1. PURPOSE OF REPORT**

To inform Council of the statutory obligations contained within the Children Act 2004 and to introduce a new strategy and policy to support this.

**2. RECOMMENDATION**

- 2.1 That Council adopts the new Children & Young People's Strategy and supports the recommendations included in the 'Hear By Right' Action Plan.

**3. BACKGROUND**

- 3.1 The vision that children and young people in Leicestershire have asked for is to have:

**'Voice, choice, safety and fulfilment'**

This vision has been agreed and adopted by Leicestershire's Children's Board. Hinckley and Bosworth Borough Council is a partner in the Children's Board.

- 3.2 Hinckley and Bosworth Borough Council Children and Young People's Strategy sets out recommendations and action plans for how the vision for children and young people will be realised. It demonstrates how this can be realised through Hinckley and Bosworth Borough Council achieving the statutory requirements under Section 10 and 11 of the Children Act 2004.
- 3.3 In addition to the statutory duties within the Children Act 2004, Hinckley and Bosworth Borough Council are committed in achieving the emerging status of the Hear By Right Standard by March 2009. This was agreed in Leicestershire's Local Area Agreement for 2006-2009. The Hear By Right Standard is a nationally recognised standard which improves the way in which organisations listen to children and young people's views and as a result, provide evidence as to how their views have changed the services that Hinckley and Bosworth Borough Council provide for them. Hinckley and Bosworth would therefore be

fulfilling its obligation in giving a 'voice' to children and young people through the Hear By Right Action Plan and helping them to have choice, feel safe and be fulfilled through the activities and services provided through Hinckley and Bosworth Borough Council and the Children and Young People's Strategy.

- 3.4 Hinckley and Bosworth Borough Council already provide high quality services to children and young people and the purpose of the Strategy is to place the co-ordination of services and safety of children and young people on a firmer and more corporate basis.
- 3.5 Following some initial reservations about the process there has been extensive engagement with the Youth Council who are supportive of the strategy.
- 3.6 Scrutiny supports the recommendations – 27/03/08

#### **4. KEY RECOMMENDATIONS**

- 4.1 The key recommendations are:
- The adoption of the Children and Young People's Strategy and the Hear By Right Action Plan by all members of Hinckley and Bosworth Borough Council
  - The Chief Executive is formally recognised as the accountable senior officer for all children's services including safeguarding within Hinckley and Bosworth Borough Council
  - The change in title of the Councillor Youth Champion to the Children and Young People's Champion
  - Annual report will be presented to the Council Services Select Committee identifying the progress that has been made within the Strategies and highlighting areas of development
  - The appointment of a full time Children and Young People's Strategic Co-ordinator to co-ordinate Hinckley and Bosworth Borough Council's work on children and young people
  - The creation of a Children and Young People's Officers Group who will have responsibility for ensuring that the actions within the Strategy for children and young people are implemented.
- 4.2 The Children and Young People's Strategy incorporating the Hear By Right Action Plan and a copy of the Executive Summary have been distributed with this report to Members and SLB. Copies are downloadable from the Council's website.
- 4.3 A new Compact Agreement is being developed. This will be a partnership document that formally recognises the close working arrangements between the HBBC and the Youth Council. Similar agreements are being agreed across all Boroughs and Districts within Leicestershire. Currently £6,000 per annum is budgeted to support the Youth Council. It is proposed that this sum is continued and is written into the Compact Agreement.

## **5. FINANCIAL IMPLICATIONS (AB)**

- 5.1 On 9<sup>th</sup> July 2007, SLB approved a Supplementary Budget for 2007/08 of £18,280, for the part time Children & Young Peoples Coordinator's post and associated project costs. A budget of £16,640, for the part time post and £4,100 for the associated project costs are included within the 2008/09 base budget. The Part time post has been temporarily filled using a consultant.
- 5.2 To create a full time position it is proposed to amalgamate the part time Youth Development workers post (Post No E24) and associated salary budget of £17,640, with the Children and Young People's Coordinator's post. The existing youth Development Officer post will be redeployed. The associated Project Budget for Youth Development of £6,200 would also transfer from Community Safety to Cultural Services.
- 5.3 A 3-year Budget commitment and Compact Agreement with the Youth Council is being developed. This will be funded from the existing £6,000 Revenue Budget assigned to the Youth Council.
- 5.4 All Councillors and relevant officers will be required to attend training on their duties. This training will be procured jointly with the other Leicestershire Authorities and is to be funded from the Council's Corporate Training budget in 2008/09.

## **6. LEGAL IMPLICATIONS (AB)**

- 6.1 Section 10 of the Children Act 2004 imposes a duty on the County Council to co-operate with District Councils to improve the well being of Children.
- 6.2 Section 11 states that we must also make arrangements to safeguard and promote children's welfare.
- 6.3 Section 13 imposes a duty on the County Council to establish a Local Safeguarding Children Board of which District Councils are required to be a partner.
- 6.4 The Council must ensure that it continues to undertake Criminal Records Bureau checks on existing and new staff that work directly with children and young people.

## **7. CORPORATE PLAN**

- 7.1 This addresses the following corporate strategic objective of the Council:
  - Develop partnerships with young people.

7.2 The completion of Hear by Right Action Plan links to the LAA objective of achieving Hear By Rights emerging status by March 2009.

7.3 These new Action Plans will be embraced with the Corporate Communications Strategy.

## **8. RISK IMPLICATIONS**

8.1 A comprehensive risk assessment is contained within the Strategy.

8.2 Embedding the new Hear By Right Action Plan in the Council will assist in reducing the risk associated with Children & Young People's services. The adoption of a revised County-wide Child and Vulnerable Adult Safeguarding Policy will further mitigate any future risks.

8.3 It is proposed that Council Services Select Committee reviews the Action Plan annually.

## **9. RURAL IMPLICATIONS**

9.1 Parish and Town Councils will be issued copies of the Strategy.

## **10. CORPORATE IMPLICATIONS**

10.1 Officers from all departments will cooperate closely to ensure the new Strategy is embedded and ultimately improves services for Children & Young People.

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Background Papers:	None
Contact Officer:	Simon D. Jones, Cultural Services Manager, ext 5699
Executive Member:	Cllr Stuart Bray – Executive Member for Leisure, Culture & Regeneration Cllr Adrian Smith – Children and Young People's Champion.



**COUNCIL – 5 AUGUST 2008**

**REPORT OF DIRECTOR OF COMMUNITY AND PLANNING SERVICES**  
**RE: HINCKLEY TOWN CENTRE REGENERATION SUPPORT**

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**1. PURPOSE OF REPORT**

To inform members of the success of a funding bid in relation to a project to provide staffing and consultancy support to further the regeneration of Hinckley Town Centre and to request that resources be earmarked from the Planning Delivery Reserve to support this project.

**2. RECOMMENDATION**

Members are recommended:

- 2.1 To endorse the project.
- 2.2 To approve the setting up of relevant partnership and consultation arrangements.
- 2.3 To approve a supplementary budget in 2008/09 of £58,000 (funded £43,779 from the LSEP and £14,221 funded from the Planning Delivery Reserve).
- 2.4 To approve the creation of base budgets for future years (and include them in the Council's Medium Term Financial Strategy) as set out in the table in section four.

**3. BACKGROUND TO THE REPORT**

- 3.1 In order to drive forward the regeneration of areas identified in the Hinckley Town Centre Renaissance Plan, an application was made to the Leicester Shire Economic Partnership for financial support to employ a project officer within Hinckley and Bosworth Borough Council and to commission specialist consultancy implementation advice.
- 3.2 The project was seen at the outset as a 'pilot' project for Leicestershire whereby lessons learnt during the process would be shared and that, if the project were successful, it might become a model for future regeneration schemes in Leicestershire.
- 3.3 The project will utilise appropriately skilled, trained and informed consultants who will possess the necessary attributes and skills to provide expert advice on compulsory purchase; site acquisition; land assembly; marketing; negotiation; and positioning Hinckley in the development market.

- 3.4 It is anticipated that the work will be carried out over an initial three-year period (followed by an evaluation in year 4) to ensure the success of at least one of the identified Renaissance Masterplan sites and then to progress onto other sites.
- 3.5 It is believed that the early success of at least one site will boost business confidence and attract further interest and resources.
- 3.6 The objectives of this project are to provide impetus to the regeneration of Hinckley Town Centre and to create a sustainable environment for business development and survival, and to improve the Town Centre by providing appropriate, realistic and achievable plans and processes.
- 3.7 It is envisaged that the work will be carried out in association with the Council's partnership arrangements involving, for example, the Hinckley Town Centre Partnership and the Town Centre Working Group.
- 3.8 The Council has been fortunate to have been awarded the sum of £215,500 by the Leicester Shire Economic Partnership to carry out this work, which needs to be supported by a contribution of £70,000 (one of the recommendations of this report) from Hinckley and Bosworth Borough Council. £70,000 has been identified through the Planning Delivery Grant to support the town centre sites regeneration programme and this will comprise the Borough Council's contribution to the project. The total cost of the project is £285,500.
- 3.9 Funds will be reimbursed to the Council by the Leicester Shire Economic Partnership on a grant claim basis. The process will be for the Council to submit evidence of expenditure (invoices, payroll data etc.) and evidence of payment.

#### 4. **FINANCIAL IMPLICATIONS [IB]**

The LSEP has approved Grant Aid to the Council of £215,500 to facilitate the Redevelopment of Hinckley Town Centre. A condition of this approval is that the Council match funds this grant by a total of £70,000 at a rate of 24.52%. A summary of the phasing of the expenditure and grant income as per LSEP's offer is shown in the table below

	2008/09 £	2009/10 £	2010/11 £	Future Years £	TOTAL £
Total Cost of works	58,000	101,500	106,000	20,000	285,500
LSEP Funding	43,779	76,614	80,011	15,096	215,500
HBBC Contribution	14,221	24,886	25,989	4,904	70,000

Currently no financial provision exists to facilitate the scheme. It is recommended that the Council contribution is funded from the Planning Delivery Reserve. For this financial year Council will therefore need to approve a budget of £58,000 (£43,779 funded from the LSEP and £14,221 funded from the Planning Delivery Reserve). The costs in future years will be built into the base budget for the year

If Council approve the use of the Planning Delivery Reserve across the period of the project, there will be no impact on Council Tax.

Any expenditure on the project will be in accordance with Financial Procedure Rules and the Grant Conditions as set out in LSEP's offer. Any changes to the project or profiling of expenditure will need to be approved by the LSEP and will be reported within this Council at the appropriate level.

**5. LEGAL IMPLICATIONS (AB)**

There are no legal implications arising from this report other than contractual arrangements with staff and consultants and the legal agreement with LSEP concerning the performance.

**6. CORPORATE PLAN IMPLICATIONS**

This project works towards meeting the Corporate Plan's aim of 'achieving a thriving economy' and the planned outcome of 'regeneration of the borough and engaging local businesses to provide a vibrant economy'. Also it works towards meeting the target of 'regenerating Hinckley town Centre'.

**7. CONSULTATION**

Relevant officers of Hinckley and Bosworth Borough Council.

**8. RISK IMPLICATIONS**

It is the Council's policy to proactively identify and manage significant risks which may prevent delivery of business objectives.

It is not possible to eliminate or manage all risks all of the time and risks will remain which have not been identified. However, any significant risks associated with this project once approved can and will be identified before the project commences, assessed and that controls will be in place to manage them effectively.

Accordingly the officer submitting this report considers that whilst there are no significant implications arising directly from this report the following risk associated with this report has been identified:

<b>Risk Description</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Mitigating Actions</b>
The project does not develop at the pace expected and the money is not all spent	1	3	An officer is to be employed to manage the project and consultants will also be used to provide specialist advice and support. This should ensure that the project keeps to the timescale and budget

9. **RURAL IMPLICATIONS**

There are no rural implications arising as a direct result of this paper as it relates to Hinckley Town Centre only.

10. **CORPORATE IMPLICATIONS**

None

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Background papers: Leicester Shire Economic Partnership Project Application.  
Hinckley Town Centre Renaissance Masterplan 2006  
Hinckley Town Centre Area Action Plan Preferred Options 2007

Contact Officer: Rod Freer/Judith Sturley X5855

Executive Member: Councillor Stuart Bray

41C5aug08  
RF/db/24.7.08

**COUNCIL – 5 AUGUST 2008**

**REPORT OF HEAD OF CORPORATE AND SCRUNITY SERVICES**  
**RE: INVESTORS IN PEOPLE STANDARD**

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1. **PURPOSE OF REPORT**

To inform members of Hinckley and Bosworth Borough Council receiving accreditation from Investors in People, sharing the detail of this success and seeking endorsement of the recommendations for continuous improvements.

2. **RECOMMENDATION**

That Council notes the significant success in achieving Investors in People Award Status and endorses the report from the Investors in People Regulator and the proposed areas for development arising from its recommendations for continuous improvement

3. **BACKGROUND TO THE REPORT**

3.1 Hinckley and Bosworth Borough Council have achieved Investors in People (IiP) Status. The full report can be accessed from the Intranet and a hard copy has been placed in the Members Room.

3.2 What is Investors in People?

The Investors in People Standard was developed in 1990 by the National Training Task Force in partnership with leading national, business, personnel, professional and employee organisations.

The Standard provides a national framework for improving business performance through a planned approach to setting and communicating organisational objectives.

3.3 How does an organisation get Investors in People?

A priority of all organisations working with the Investors in People Standard is to ensure that their employees are kept in touch with what is going on. Employees should understand their organisation's aims and objectives and the role they play in helping it get there. It is also vital that they understand how their work contributes to the success of the organisation as a whole. There are 10 indicators which must be met in order for an organisation to achieve IiP

### 3.4 What are the 10 Indicators?

These are outlined in the Investors in People Standard.

- 3.4.1 A strategy for improving performance of the organisation is clearly defined and understood
- 3.4.2 Learning and development is planned to achieve the organisation's objectives
- 3.4.3 Strategies for managing people are designed to promote equality of opportunity in the development of the organisation's people
- 3.4.4 The capabilities managers need to lead, manage and develop people effectively are clearly defined and understood
- 3.4.5 Managers are effective in leading, managing and developing people
- 3.4.6 Peoples contribution to the organisation is recognized and valued
- 3.4.7 People are encourages to take ownership and responsibility by being involved in decision-making
- 3.4.8 People learn and develop effectively
- 3.4.9 Investment in people improves the performance of the organization
- 3.4.10 Improvements are continually made to the way people are managed and developed

### 3.5 The Benefits of IIP

#### **Improved Earnings, Productivity and Profitability**

Skilled and motivated people work harder and better, improving productivity.

#### **Customer Satisfaction**

Investors in People is central to helping employees become customer focused, enabling organisations to effectively meet customer needs.

#### **Improved Motivation**

Motivation is improved through employees' greater involvement, personal development and recognition of their achievements. This leads to higher morale, improved retention rates, reduced absenteeism, readier acceptance of change, and identification with the organisation's goals beyond the confines of the job.

#### **Reduced Costs and Wastage**

Skilled and motivated people constantly examine their work to contribute towards reducing costs and wastage.

#### **Enhanced Quality**

Investing in people significantly improves the results of quality programmes. Investors in People adds considerable value to The Excellence Model, ISO 9000, BS 5750 and other total quality initiatives.

#### **Competitive Advantage Through Improved Performance**

Investor in People organisations develop a competitive edge.

## **Public Recognition**

Investor in People status brings public recognition for real achievements measured against a rigorous National Standard. Being an Investor in People helps to attract the best quality job applicants.

- 3.6 This opportunity has allowed us to review current policies and practices against a recognised benchmark. It has provided recommendations and a framework for planning future strategy and action as well as a framework to improve the effectiveness of training and development activities.
- 3.7 Hinckley and Bosworth Borough Council was inspected by Marion Parris on behalf of EMQC between 23 and 25 June 2008. The inspection included a pre visit, a self assessment questionnaire, electronic surveys of a cross section of over 200 staff and focus groups and individual interviews with staff from all service areas and levels within the organisation.
- 3.8 The report states that “during the last 18 months there has been a significant step change in the speed of process development, which has had a strong impact on staff morale and effectiveness. The major strengths relating to Investors in People standard identified are:
  - 3.6.1 The ethos of openness and transparency being role modeled by the Chief Executive
  - 3.6.2 The Clearly presented vision and priorities, which are understood by staff at a level appropriate to their role
  - 3.6.3 The way the Council has earned a generally positive morale amongst staff, at a time of change boosting the employee experience as well as that of their end users. Staff are starting to recognize that the Vision and underpinning values are the foundations to their growing success
  - 3.6.4 The openness to continuous improvement via feedback and involvement from external agencies and stakeholders including staff.”
- 3.9 The report also includes areas for continuous development which encourages us to build on our strengths and will contribute to the forthcoming period of consolidation of new practice and structure. Some of the key areas for consideration are:
  - 3.9.1 Incorporation of Project Management and external accredited qualifications into the Management Development Programme
  - 3.9.2 Raising the knowledge and capability of managers in using the PDA process as a method of medium and long term evaluation of the impact of development on both the individual, the team and the Council
  - 3.9.3 Raise the bar in terms of continuous improvement in relation to planning and evaluating learning and development
  - 3.9.4 Team Building and linkages with a community focus
  - 3.9.5 Succession planning and graduate development schemes
- 3.10 The next steps are to consider the areas for development and prepare an action plan based upon the recommendations of the report to strive to continuously improve.

4. **FINANCIAL IMPLICATIONS [DB]**

There are none arising directly from the report.

5. **LEGAL IMPLICATIONS [LH]**

None

6. **CORPORATE PLAN IMPLICATIONS**

This report and the achievement of the liP Standard directly contributes to the Corporate Aim of Strong and Distinctive Communities, the outcome of improving the local authorities reputation by increasing employees and local residents satisfaction with the council and the underpinning corporate value of learning from the best to develop our people.

7. **CONSULTATION**

The report was prepared by engaging with a cross section of staff across the organisation

8. **RISK IMPLICATIONS**

It is the Council's policy to proactively identify and manage significant risks which may prevent delivery of business objectives.

It is not possible to eliminate or manage all risks all of the time and risks will remain which have not been identified. However, it is the officer's opinion based on the information available, that the significant risks associated with this decision / project have been identified, assessed and that controls are in place to manage them effectively.

The following significant risks associated with this report / decisions were identified from this assessment:

<b>Management of significant (Net Red) Risks</b>		
<b>Risk Description</b>	<b>Mitigating actions</b>	<b>Owner</b>
Failure to retain the liP status	Strive to continuously improve against the recommendations in the report	Louisa Horton

9. **RURAL IMPLICATIONS**

None.



10. **CORPORATE IMPLICATIONS**

Contained within the report.

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Background papers: liP Report

Contact Officer: Louisa Horton x 5859

Executive Member: Councillor Wright

43C5Aug08  
LH/db/25.7.08

**COUNCIL - 5 AUGUST 2008**

**REPORT OF CHIEF EXECUTIVE RE: CORPORATE EQUALITIES**

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1. **PURPOSE OF REPORT**

To seek the endorsement of Council that it has achieved Level 3 of the Equalities Standard for Local Government on the evidence provided in this report and to secure adoption of the revised Corporate Communication, Consultation and Community Engagement Strategy.

2. **RECOMMENDATION**

That Council:

- (1) endorses a formal statement that it has achieved Level 3 of the Equalities Standard for Local Government - 'Setting equality objectives and targets'.
- (2) adopts the revised Corporate Communication, Consultation and Community Engagement Strategy, attached at Appendix A.
- (3) agrees that external verification of the position be sought before 31 March 2009.

3. **BACKGROUND TO THE REPORT**

3.1 Council declared on 30 October 2007 that it had achieved Level 2 of the Equalities Standard for Local Government - 'Assessment and consultation'. That declaration (and the earlier declaration of Level 1 by Strategic Leadership Board) did not require external verification and validation. In adopting Level 2, Council set an ambitious target for achievement of Level 3 by 31 March 2008. That target was revised subsequently by the Corporate Equalities Steering Group to 31 July 2008, to allow for completion of the significant amount of work involved.

3.2 Level 3 - 'Setting equality objectives and targets', if agreed at this meeting, will require external verification, for which a full self assessment will be necessary. It is proposed to seek external verification via the IDeA route, for which there is a clear set of criteria. Given the waiting time for such an assessment, it is likely that this will not be undertaken until early 2009. To ensure we continue to focus on equalities, it is proposed that the IDeA be requested to complete the verification exercise no later than 31 March 2009.

3.3 In declaring Level 3, the council is giving a commitment that the following major steps have been taken and are being maintained.

- \* That Equality Impact Assessments are completed or programmed for completion on a priority basis.
- \* That formal awareness training has been completed for managers, officers and members and is programmed for regular update.
- \* That, as a result, managers, officers and members are aware in principle and in practice of their responsibilities at Level 3.
- \* That 'equalities' is fully integrated within the Council's day to day practice and activities, including business planning and performance management.
- \* That 'equalities' issues have been addressed in relation to pay and rewards (job evaluation/single status).
- \* That there is a clear programme to move to a single equalities policy.
- \* That 'equalities' is embedded into the Corporate Communication, Consultation and Community Engagement Strategy, which includes measures/actions to engage hard to reach groups.
- \* That sufficient and relevant information is available for all newcomers to the Borough, whatever their background.

#### 4. **EVIDENCE**

4.1 A full and detailed portfolio of evidence to support the statement of Level 3 has been collated and is available in the Members' Room. It has been examined by the Executive Member for Corporate and Scrutiny Services. He has endorsed also (along with the independent member of the Corporate Equalities Steering Group, Greg Drozd from Voluntary Action Hinckley and Bosworth) the revised Corporate Communication, Consultation and Community Engagement Strategy, attached at Appendix A.

4.2 Following declaration of Level 2, the Corporate Equalities Action Plan (presented to Council on 30 October 2007) was revised to include actions to achieve Level 3. This Action Plan and the date of completion of individual actions is attached at Appendix B. In essence, this is the updated annual report for 2007/8.

4.3 An outline Self Assessment has also been prepared, addressing specific questions against the Level 3 standard. This is attached at Appendix C. A fuller and more detailed Self Assessment, based on this outline, will be prepared, subject to agreement at this meeting, for submission for external verification.

- 4.4 Included in the portfolio of evidence is a revised Corporate Communication, Consultation and Community Engagement Strategy, which now incorporates practice and actions in line with this statement. As this is a formal strategic document, this needs to be adopted separately. Members are asked, therefore, to adopt the strategy attached at Appendix A.

5. **FINANCIAL IMPLICATIONS (DB)**

The external of the review of the Self Assessment is estimated to cost £2,950. Budgetary provision has been made to cover the cost of the work leading up to Level 3, however it is uncertain at the moment if the total costs can be contained within that provision, if not, a Supplementary Budget will be requested via the appropriate channels.

6. **LEGAL IMPLICATIONS (LH)**

Legal Implications are contained within the body of the report.

7. **CORPORATE PLAN IMPLICATIONS**

By placing more emphasis on corporate equalities (both inside and outside the organisation) we can make a greater contribution towards the strategic aim of being proud of our 'Strong and distinctive communities'. It contributes also to our values of 'Learn from the best to develop our people and provide excellent services'; 'Work with our communities to deliver value for money and customer focused services' and 'Provide support to those who need it most'.

8. **CONSULTATION**

Consultation has taken place through the Corporate Equalities Steering Group and UNISON (internally) and will continue externally by the revised Corporate Communication, Consultation and Community Engagement Strategy.

9. **RISK IMPLICATIONS**

It is the Council's policy to proactively identify and manage significant risks which may prevent delivery of business objectives.

It is not possible to eliminate or manage all risks all of the time and risks will remain which have not been identified. However, it is the officer's opinion based on the information available, that the significant risks associated with this decision/project have been identified, assessed and that controls are in place to manage them effectively.

The following significant risks associated with this report/decision were identified from this assessment:

Risk Description	Mitigating Action	Owner
1. Not being able to declare Level 3 would indicate lack of commitment and achievement on an important community issue.	Ensure that the agreed Action Plan is achieved sufficiently to satisfy Members to adopt Level 3.	SA/ Cllr Wright
2. Not being able to declare at Level 3 at the meeting would call into question our performance management.	As above	SA

10. **RURAL IMPLICATIONS**

No specific rural implications other than the commitment to treat all communities fairly in all our transactions with them as individuals or groups.

11. **CORPORATE IMPLICATIONS**

By submitting this report, the report author has taken the following into account:

- Community Safety implications
- Environmental implications
- ICT implications
- Asset Management implications
- Human Resources implications

Background Papers: Report to Council on 30 October 2007 'Corporate Equalities Standard'

Portfolio of evidence for Level 3 (available in the Members' Room)

Contact Officer: Steve Atkinson, ext 5606

Executive Member: Cllr Don Wright

# COMMUNICATIONS, CONSULTATION AND COMMUNITY ENGAGEMENT STRATEGY



Hinckley & Bosworth  
Borough Council

*A Borough to be proud of*

2008 – 2010

June 2008 revision

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- Appendix 5: (separate document) Media Guidelines for Officers and Members
- Appendix 6: (separate document) Corporate Style Guidelines

# 1 Introduction

Good communications are essential for local authorities to engage effectively with local residents, stakeholders, partners and their own staff. Councils have the opportunity to act as community leaders, as well as delivering a high standard of services; effective communications, consultation and engagement are key to fulfilling these roles successfully.

Residents' perceptions of how well informed they are about the council, and whether the council listens to their views, are important; there is a strong correlation between levels of satisfaction with council services and communication. When a council listens to and understands the concerns of residents and takes positive action to address those concerns, engaging with citizens to find the most effective solutions, levels of satisfaction with the local authority increase.

This is why the Audit Commission, in its assessment of council performance, looks to see whether or not the Council's ambitions are based on a shared understanding of local needs and priorities. We will wish to ensure that the answer to this question is positive, and that we can provide robust evidence to support that answer.

Appropriate communication, consultation and engagement offers several benefits:

For our residents, partners and staff:

- Better services, tailored more specifically to the needs and expectations of local people, and in particular to those most affected by change
- Improved satisfaction with both service provision and the wider council.
- Increased access to information regarding the council's role, challenges and how and why decisions have been made.
- Better relationship with the council.
- Positive effect on staff morale.

For individual council services:

- Meaningful dialogue with those affected by service delivery or change.
- Identification of priorities leading to better targeting of limited resources.
- Better facilitated and informed decision making process.
- The building of effective working relationships.
- Identification of reasons for service demand levels.
- Improvements in the planning and strategic direction of a service.
- Meeting statutory requirements and community expectations on consultation.

For the council as a whole:

- Improved accountability and openness.
- Promotion of equality, diversity, and community cohesion
- Development and strengthening of links with the community, partners and staff.
- Increased awareness and responsiveness to the community, partners and staff.
- Working across internal boundaries, making better use of skills, ideas and knowledge across the authority.



- Development of participation in local government and local democracy.
- Information and context for members in decision making
- Support and development of the role of the council and Members as community advocates and leaders.
- Improved satisfaction with the council.

## 2 Rationale

Locally, a 2006 user satisfaction survey told us that the most common means by which residents receive information about this Council is via local newspapers, the Borough Bulletin and through direct contact with staff.

MORI has found that the most important drivers of public satisfaction with local authorities are:

- Perceived quality of services overall
- Perceived value for money
- Media coverage
- Direct communications
- District council performance
- A clean, green and safe environment
- Positive experiences of contact with services

For this reason the Communications and Community Engagement Strategy has been informed by:

- Recent public consultation
- Best Practice in other organisations
- The Council's previous Comprehensive Performance Assessment inspections
- Staff feedback
- External expertise from equalities and consultation specialists

The challenge for this council can be described in the following context:

We provide high quality services (that continue to improve), which compare favourably with other councils in terms of both quality and cost, and this is coupled with favourable feedback and satisfaction from residents and partners who have direct contact with staff on service delivery. This paints a positive picture.

However, overall general satisfaction across the borough does not reflect this same level of satisfaction with the council or with some key priority services. It would appear that residents as a whole do not recognise or are insufficiently aware of the high quality services that the council provides and the improvements that the council has achieved.

The council acknowledges that its reputation is its highest strategic risk and this has been reflected in the council's strategic risk register that identifies 'damage to reputation and adverse publicity' as a high impact risk to achieving our overall vision 'Hinckley & Bosworth a borough to be proud of'.

## 3 Ambitions and audiences

### 3.1 Aims and ambitions

This strategy sets the framework for both conveying messages and engaging with residents. It supports the need for further improvement with four clear ambitions and a set of specific actions (identified in the Action Plan).

The ambitions are:

- Clearly inform people about the services that the council provides,
- Communicate successes to our residents, and through councillors, staff, partners and other stakeholders
- Engage and listen to the views of all our residents and act upon them
- Ensure that all residents can participate effectively in communication, consultation and engagement, regardless of their race, gender, disability, religion, sexual orientation, or age

In 2006 the council signed up to the IDeA's national 'Reputation campaign' which identified five core actions that are key to improving communication. The actions are:

- Consistently link the council brand to services
- Manage the media effectively to promote and defend the council
- Provide an A-Z of council services
- Publish a regular council newspaper/magazine to inform residents
- Step up internal communications so staff become advocates for the council

This strategy delivers these core actions and the council met the criteria for the highest grading of 'gold' standard for communication in 2007. These actions are also reflected in our action plan.

### 3.2 Integration with other strategic plans and documents

The Communications and Community Engagement strategy supports the Council's **Corporate Plan**, by providing mechanisms whereby we can advise the public of progress towards corporate targets, and enable an exchange of views on performance. It specifically addresses our desire to improve the authority's reputation, raise resident satisfaction with the authority, and raise satisfaction with the area as a place to live, and provides ways in which the data for these indicators can be collected.

It also supports the delivery of the **Community Plan** and its priorities in all aspects, and specifically addresses the theme 'thriving communities' by contributing to these priorities:

- Strengthening communities – through support for community activity, volunteering and learning through community Forums and Neighbourhood Action Teams;
- Increasing the positive role of and opportunities for all people in their communities – Such as the Youth Council, The Civic Society and Older Peoples Forum.

It also contributes to the cross cutting themes of:

- Improving promotion of the Borough and involvement of its communities – In essence this is the purpose of the strategy.
- Reducing inequalities – Ensuring the needs of all our communities are recognized and responded to appropriately.

This strategy embraces the **Local Strategic Partnership (LSP)**, as a key source for engaging and informing a cross sector community audience. Equally the delivery of the strategy will be informed by the collective evidence bought together through the LSP, resulting from partner's own communication and consultation arrangements.

This strategy is consistent with our **Compact Agreement** with the voluntary and community sector, in that it recognises and reinforces a role for the voluntary sector both as a party to our communication and consultation itself, and also as an enabler of communication and consultation with specific parts of our community.

The strategy contributes to our **Corporate Plan** Strategic Objectives 'Enhance local pride and improve residents' satisfaction with Hinckley and Bosworth as a place to live' and 'Improve the local authorities reputation by increasing residents' and employees' satisfaction with the council', and reinforces the other objectives in this Plan.

This strategy recognises Article 2 of the **Councils Constitution** as a key method of communication and community engagement, which states Councillors representing the Council on other (external) bodies should make every effort to attend and report back to fellow Councillors on the activities and needs of these bodies at least annually.

It also supports our **Customer Service Strategy** vision, to deliver excellence by putting our customers, teams and people at the heart of everything we do. We will provide a consistently high quality, responsive service that is accessible and satisfies our customers' needs.

The strategy supports, and is consistent with, the Council's statutory **Statement of Community Involvement**, which forms part of our Local Development Framework. This sets out a commitment to consult across the diverse local communities of interest on planning and development issues, and to use appropriate and varied methods of consultation, and this strategy provides further guidance on appropriate methods as well as standards to guide that consultation.

The Strategy supports the **Corporate Equality and Diversity Strategy** which sets out the Council's commitment to promoting equality and diversity and good community relations, and challenging unlawful discrimination.

It supports and reinforces our proposed County-wide **Data Quality Policy**, which requires that data is managed to the highest quality, and aims to ensure accurate, complete and timely data, that secures internal and external confidence.

### **3.3 Target audiences for Communication and Community Engagement are:**

- Residents – council tax payers, council tenants, voters, service users, non-users of services, special interest groups, young people, older people and ‘harder to engage’ groups.
- Councillors
- Staff
- Local partners – Leicestershire County Council and other neighbouring authorities, health authorities, police, fire and rescue service, voluntary and community sector, Citizens Advice Bureau, Youth Council, voluntary action Hinckley and Bosworth and local media.
- Regional partners and stakeholders – Trade Unions, Local Government Association (LGA), Government Office for the East Midlands (GOEM), other regional agencies such as Arts Council England, Sport England, Government departments, MPs, national and specialist media.
- Local businesses and business representatives

It will be necessary to recognise that different methods are often needed to engage effectively with different audiences, and the council will employ a range of methodologies to ensure that consultation is fit for purpose. Appendix 2 provides a diagram to indicate broadly which methodologies are suitable for consultation with different groups of people.

## **4 Key principles**

### **4.1 Communications**

The key guiding principles of good quality communication in Hinckley & Bosworth Borough Council are:

- Honesty
- Openness
- Accessibility
- Clarity and use of plain language
- Timely and up to date information
- Cost efficiency

The Council's communications will aim to:

- Raise the profile and continuously improve the image and identity of Hinckley & Bosworth as 'A Borough to be proud of'
- Develop greater understanding of the high quality services that the council provides and reinforce a perception of the Council as a well run authority that manages its area well
- To support the council's customer service strategy in delivering excellent customer service by demonstrating that the council has listened to and understood the demands and expectations of customers.
- Make all information easily accessible recognising and responding to the fact that customers have differing needs and requirements
- Enable wider access to electronic public information systems.
- Work within corporate style guidelines to ensure that the council's brand is consistently linked to the services it provides.
- Increase the participation of residents and community groups in the decision-making process.
- Develop the loyalty of residents and pride in the borough.

### **4.2 Consultation and Community Engagement**

Our consultation and engagement work will aim to ensure that consultation and community engagement are cost-effective, appropriate and helpful in shaping the best possible outcomes for citizens within the constraints of service delivery. We also want to see our consultation and community engagement practice as a means of strengthening our relationship with our diverse communities and promoting inclusion and participation in decision-making.

To this end, we have adopted ten guiding principles that will govern our consultation and community engagement activity:

### ***Universal***

The council is aware of demographic changes through economic migration and subsequent settlement and will seek to identify and respond to emerging needs by way of communication, consultation and community engagement.

### ***Inclusive***

We will make all reasonable efforts to ensure an inclusive approach to consultation and community engagement, and will make reasonable arrangements for anyone affected by a proposal or proposed service change to have an opportunity to have their say. This means we will not normally settle for approaches which we know will exclude people whose views may be significant in the context of the particular proposal. We will also have reference to corporate style guidelines (appendix 6) in preparing consultation material.

### ***Appropriate***

We will ensure that our methodologies are appropriate to the needs and expectations of those whose views are sought, and presented in ways that are accessible and understandable (including, where necessary, making them available in other languages and formats). We will go to where people are, rather than expect them to come to us. Survey samples will be structured to include all whose views ought to be considered, and approaches will be designed to ensure that people are engaged with and involved at an appropriate level.

### ***Timely***

We will consult before decisions are made, rather than seek to secure approval for decisions already taken, and will allow sufficient time for people and organisations to respond.

### ***Rigorous***

We will ensure that our consultation and community engagement work adheres to established good practice and professional disciplines, and follow recognised professional codes of practice. We will build adequate and proportionate quality checking into our processes to ensure the reliability and inclusiveness of the data we present.

### ***Proportionate***

Consultation and community engagement will be tailored in size and complexity to the significance of the issue in question. We will not consult unnecessarily, or in ways which are excessive and disproportionate to the significance of the issue or its relevance to the respondents.

### ***Usable***

We will put the results of consultation in front of those who need them, helping them to respond appropriately to the issues raised and to use the data to make informed decisions. We will make sure that the key messages are communicated in clear, unambiguous ways and ensure clarity of understanding on the part of our audiences.

### ***Meaningful***

We will not undertake consultation purely to say we have done so. This wastes resources that could be spent securing useful information, and token approaches inevitably tarnish the perception of the council on the part of those consulted in such a manner.

### ***Confidential***

We will respect the confidentiality of those taking part in our survey work, and will not reveal the identity of any participant without their consent.

### ***Accountable***

We will publish the results of non-confidential research in accessible ways and will endeavour to feed back to respondents on the results of research in which they have taken part. We will also endeavour to communicate the action we intend to take as a result of discovering respondents' views, including an annual "Feedback Report" on the Council's website that will set out the outcomes of consultation exercises carried out in the preceding year, and how we have responded to these (or intend to respond to them).

This strategy is consistent with the Cabinet Office Code of Practice on Written Consultation, and with the proposals contained in the Local Government & Public Involvement in Health Act 2007 which require local authorities to take steps to ensure the participation of local citizens in their activities. It also responds to the requirements of the Local Government Equality Standard.

It also reflects the definition of "quality data" set out in the Data Quality Policy, which requires data to be accurate, up to date, easy to find, available when needed, stored confidentially, free from duplication, and free from fragmentation (that is, managed from a central point of reference).



## 5 Roles and responsibilities

Good communication is essential for all levels of participation, from information giving through to active involvement. The following categories help to clarify the different levels of participation required for any desired outcome.

### 5.1 Who is responsible?

Responsibility for the successful implementation of the Communications and Community Engagement strategy rests with the Leader of the Council and the Chief Executive, Councillors, and each and every member of staff.

The Communications Team will carry out day-to-day management of the strategy and action plan. Communications will be a priority for the Strategic Leadership Board and each Head of Service, and this will be reflected in agendas and in service planning. Corporate Performance and Strategy will undertake monitoring in respect of the effectiveness and inclusiveness of consultation, and a monitoring document is included as appendix 3, which should be completed for every consultation undertaken.

The strategy recognises that all staff have a vital role to play in effectively communicating the council's services and the overall Hinckley & Bosworth Borough Council brand. It recognises that all services have their own areas of expertise. One of the Communications Team's key roles is to provide valuable support to these services, working with them on their promotional activity to ensure their messages are effectively communicated to all audiences.

The Communications Team will also undertake corporate marketing activity, running awareness campaigns and attending events through the year to help promote the council as one organisation. It will also establish good practice for services to follow including guidance on corporate identity and style.

### 5.2 Roles

#### **Councillors**

Councillors hold the key to good community communication and engagement and:

- are the 'public face' of the council in the borough and with the media.
- must show their commitment to effective communication and be the driving force behind improvements across the council.
- are leaders of the Community

An Executive Member has been assigned responsibility for the successful implementation of the strategy.

#### **Staff**

The Chief Executive is the owner of reputational risk for the council.

Heads of Service will play a key role in implementing the strategy, and in ensuring that communications, consultation and engagement are included appropriately in business delivery plans, and are adequately resourced within delivery budgets.

Everyone who works for the council should:

- regard communications as an integral part of their everyday work within the council.
- recognise their role as ambassadors for the council's brand.

## 6 Marketing

The Council aims to achieve a number of objectives through its marketing activity:

- To cost-effectively market the council's corporate identity and the services it provides to both the local community and to a wider audience.
- To promote and preserve the corporate identity including, branding and consistency of style.
- To actively pursue promotional campaigns on behalf of the council and its services.
- To enable residents to understand the range of services the Council offers and the value they get from Council Tax
- To promote opportunities for consultation and engagement and ensure that these opportunities are communicated to the appropriate audiences

Current methods of marketing include:

- The Borough Bulletin – The council's primary method of communicating with the public
- Advertising
- Events programme
- Signage in and around council owned sites
- Notice Boards
- The council website – [www.hinckley-bosworth.gov.uk](http://www.hinckley-bosworth.gov.uk) and links from other websites
- Promotional material e.g. leaflets, posters, flyers, display and exhibition materials
- Council vehicles
- Staff uniforms
- Roadshows
- What's Going Down? guide

## **7 Public Relations**

The Council's Public Relations objectives are

- To communicate the council's vision, policies and activities to local residents and a wider audience.
- To seek to influence the attitudes and opinions of key audiences.
- To promote and protect the council's reputation.
- To increase the satisfaction rating for Hinckley and Bosworth Borough Council

Current methods of Public Relations include:

- Direct communications with residents – all customer contact, letters, telephone calls, e-communications and through the website.
- Press releases, statements, letters to the editor and responding to media enquiries
- Regular press briefings
- Consultation and community engagement with residents and with special interest groups

## 8 Internal Communications

The Council's approach to internal communications aims to achieve these objectives:

- To maintain a strong two-way flow of information within the council that supports its values.
- To work towards an instinctive approach to communications among all staff so that positive messages and changes are relayed effectively.
- To implement the key findings of the annual Staff Survey
- To build a committed and high performing workforce that is focused on achieving the Council's five strategic aims
- To build a workforce of brand advocates who are proud to work for Hinckley and Bosworth Borough Council
- To develop a learning organisation based on upward communication from all staff
- To increase the percentage of staff who are either satisfied or very satisfied with how the council communicates from its present level of 80% (staff survey) to 85% within the lifetime of this strategy.

Current methods of internal communication include:

- Chief Executive's briefing note and roadshows – this is the primary method of communication
- Team brief meetings
- Intranet
- Staff survey and ad hoc staff research
- One to ones
- Minutes of meetings
- Staff noticeboards and posters
- Staff induction
- Exit interviews
- PDA's

## **9 Consultation and Community Engagement**

Our consultation and community engagement approach has these aims:

- To ensure that our decisions are taken in the light of an understanding of how these will affect local people and communities, and to provide adequate and appropriate opportunities for individuals and communities to comment on our plans, policies and services.
- To use appropriate methods of consultation and engagement to reach all sections of the community, including those who are harder to engage with.
- To understand public opinion and to use this understanding to inform priorities and to improve service delivery recognising the differences of particular communities or areas or interest groups.
- To provide informative feedback to participants on how their views will influence future decisions, or why their aspirations cannot be realised
- To comply with statutory requirements for community engagement, for example the requirements of equalities, planning and other legislation, and the Council's statement of community involvement.

### **9.1 Current methods of community engagement**

Consultation and engagement is achieved in these ways:

- The primary mechanism used to consult with the public is via the Citizens Panel. This consists of 800 people who live within the borough and whose views are sought three or four times a year on a range of issues, including both corporate and service-based issues. The panel is also used to provide people who can take part in focus groups and forums to discuss specific issues in greater depth.
- Ad hoc surveys and focus groups are undertaken from time to time when corporate or service requirements call for consultation or engagement, and to comply with Government requirements for surveys such as The Place Survey and surveys linked to other national performance indicators. These surveys will be planned in advance and discussed with Corporate Performance to ensure quality, fitness for purpose, and equalities monitoring issues are addressed before procurement or consultation takes place.
- Regular formal and informal engagement with particular designated groups i.e. the Parish Council Forum, Tenant Advisory Panel, Youth Council, Older Peoples Forum, Developer Forum, Registered Social Landlord Forum

## **9.2 Challenges in community engagement**

This strategy recognises the challenges of effective consultation and engagement. These lie in the areas of

### ***Equality and diversity***

The Council has a statutory obligation to ensure that its consultation and engagement activity adequately reflects the diversity of the local population as regards gender, race, and disability. During the lifetime of this strategy, the Government plans to widen the statutory obligation to include religious belief, sexual orientation, and age as additional criteria on equalities.

In addition to these statutory obligations, we recognise the presence of a large number of harder to engage groups in our community, some of which will be important consultees in relation to some of our activities.

We will therefore need to consider how to meet our commitments and statutory obligations in relation to equalities, and how to engage most effectively with harder to engage groups when this need arises.

### ***Proportionality***

Practical consultation and engagement recognises the need to balance the possible input of harder to engage groups with their possible impact on the decision to be taken. Not all consultation needs to be undertaken with every possible identifiable minority group, and to try to do so would cause unreasonable delay to decision making and also divert resource away from delivery and implementation of the decision.

We will therefore need to ensure that our consultation balances the need for comprehensive coverage of our community against the resource, workload, and data interpretation implications of ever-wider consultation.

### ***Managing expectation***

Different types of consultation and engagement generate different levels of expectation on the part of participants; but this need not necessarily be a bad thing. One of the outcomes we seek is increased engagement, and that can come about because expectations and ambitions have been raised through consultation and engagement. However, our reputation management requires us to be careful that we do not raise unrealistic expectations that will subsequently be interpreted as failure to deliver.

We will need to consider carefully the level at which we consult with people on different issues, how we communicate and feed back to participants, and the extent to which we want to devolve ownership or involvement with the issue to those who participate.

### 9.3 Consultation and the equalities standard

Meeting the equalities standard requirements will require us to

- Examine the composition of the citizens' panel, and ensure that it is broadly representative of the demographic profile of the borough, so that we achieve **at least** a representative proportion of the main ethnic minorities, adult age groups, genders, and religion/belief, using the census results to guide us.
- Use this same sample structure when carrying out ad hoc surveys, using data weighting to correct for any imbalances in response.
- Ensure that qualitative work adequately includes the six designated groups, if necessary by over-representing them to ensure an accurate perspective

The census is less able to assist us with disability groups. It does not record disability, focussing on "long term illness", which results in a much larger number of people. Conversely, not all people with disabilities are "registered", so using registration as a basis for measurement understates the perspective of this group.

Moreover, not all disabilities affect people in the same way (blind people have very different access needs from those who use wheelchairs, for instance). We will recruit people with disabilities into the citizens' panel but we will need to go further and consult them as a specified group at regular intervals.

The census cannot help us at all with sexual orientation, and indeed there are no reliable statistics to allow us to tell what proportion of our community fall into each of the sexual orientation classifications. It would be possible to ask the panel to classify themselves on this, but it is a sensitive area, difficult to define, and Government has decided not to include it in the 2011 census. At present a national rule of thumb of around 5-7% is accepted, but this varies widely geographically. We will therefore need to consult differently with sexual orientation minorities.

The third group that we will struggle with is children and young people under 16. Age equalities rules apply here, so that children and young people above a certain (unspecified) age are expected to be consulted.

We will therefore recruit and set up three (online or physical) forum groups:

- one consisting of people with disabilities (physical and sensory) and representatives of those with learning disabilities, recruited through the voluntary sector and using snowballing techniques to identify people who can assist us in this.
- One consisting of gay, lesbian and bisexual people. Recruitment will be a little more difficult, as there is no local representative group, but we can seek help from local groups (there are several in Leicester that cover Hinckley and Bosworth), through online forums and by appropriate publicity in the borough.



- One youth panel that is sufficiently representative and reflects the age range required by the equalities standard.

These groups should be two-way in nature, whether held as physical groups or online (or, indeed, both). This means that the agenda should be open to suggested items from the group itself, as well as to the council, and this ensures that the group explores and feeds back not only on the issues the Council wishes to consult about, but also the issues the groups would like to be consulted about.

## **9.4 Quality assurance**

All consultation undertaken by the authority corporately, or at service level (other than consultation that follows a statutory process and timetable) should be passed through the Corporate Performance and Strategy Team, who will ensure that

- Appropriate methods are being used
- The target audience for the consultation is adequate and compliant with equalities standard
- Opportunities for shared working, and for utilising the citizens' panel, are being taken
- No individual, group, or organisation is being over-consulted (Parish Councils are especially vulnerable to this)
- Any external support that may be required, such as independent group facilitation, data management, or survey design, is properly procured and uses competent and accredited suppliers.

Each consultation project should specify at the outset

- What the purpose of the consultation is and what questions, broadly speaking, it seeks to answer
- When it is expected to take place
- The proposed methodology and sample size, and how the survey instruments (questionnaire, discussion guide etc) will be developed
- How the consultation will cover the six equalities standard groups, and to what numeric extent
- What other harder to engage groups might need to take part and how these will be covered.

A form has been devised for this purpose (appendix 3) which can be updated at the end of the project, when the Corporate Performance and Strategy Team will assess the consultation against each of these criteria and report on the results, not of the consultation itself but of the methodology and inclusion it demonstrates.

## **10 Monitoring and evaluation**

This strategy will be monitored in the following ways:

### **10.1 Communications**

We will measure progress annually against specific targets including:

- The current assessment of the Council against the IDeA standard for communications
- The net balance of positive press articles (our target is 70% by 2010)
- Resident satisfaction with the Council overall (our target is 60% by 2010)
- Resident satisfaction with frontline council services (our target is 70% by 2010)
- Staff satisfaction with Council communications (our target is 85% by 2010)

### **10.2 Consultation and community engagement**

We will monitor and report annually on

- The proportions of members of the citizens panel in specified demographic groups, in comparison with their presence in the borough's adult population
- The extent to which the designated groups have participated in the council's consultation
- Attendance and proceedings of our designated forums for children, people with disabilities, and gay/lesbian/bisexual adults
- Consultation undertaken and representation of minority and harder-to-engage groups.

Review will prompt changes in action planning, and will also cause us to evaluate and reassess targets for participation. The review will be placed in the public domain to ensure our accountability for performance and for performance improvement.

## Action Plans

The action plans demonstrate how the aims in this strategy will be delivered and highlight how the costs will be met (that is, through officer time, existing budgets and where additional or external funding is required).

## Marketing

Objective - Develop the Hinckley & Bosworth Borough Council vision of 'a Borough to be proud of'.					
Ref.	Action	Outcome	Completion Date	Who	Budget Implications
1	Council publications edited for 'plain English'. Plain English campaign logo displayed on key documents.	<ul style="list-style-type: none"> <li>Documents accessible and clear</li> <li>Public demonstration of public commitment to clear communication.</li> </ul>	March 08	Communications Team with services	£1000 annual subscription and officer time.
2	Annual A-Z Guide distributed to all residents combined with Guide to Council Tax	<ul style="list-style-type: none"> <li>Public aware of services provided by Council</li> <li>Council services linked with the council brand.</li> </ul>	February 08	Revenues and Communications Team	£4,000 A-Z Guide and existing council tax billing budget
3	Forward Communications Programme reviewed by CCG & COB	<ul style="list-style-type: none"> <li>Maximise opportunities for cross cutting promotional activities</li> </ul>	Every six weeks	CCG and Communications Team	Existing budgets
4	Corporate Roadshows	<ul style="list-style-type: none"> <li>Enhance the profile and public perception of the Council</li> <li>Increased opportunities for community engagement</li> </ul>	June 2009	Marketing Officer	£2,000 and officer time
5	Communicate the council's vision to key audience clearly in plain English	<ul style="list-style-type: none"> <li>Improve the public's understanding of the council's aims</li> <li>Increase opportunities for community</li> </ul>	March 2008	SLB with Communications	Existing budgets

		engagement			
6	Promoting key messages of the council on council-owned property	<ul style="list-style-type: none"> <li>• Improve understanding and public awareness</li> <li>• Council services linked with the council brand.</li> </ul>	January 2008	Marketing Officer	Corporate communications budget
7	Improving the Borough Bulletin	<ul style="list-style-type: none"> <li>• Raise public awareness of services provided by the council</li> <li>• Maximise use of Borough Bulletin for key messages</li> <li>• Increase the percentage of the public who say that the Borough Bulletin is their primary resource for receiving messages about council achievements.</li> </ul>	June 2008	Communications Team	Borough Bulletin budget
8	Community languages and formats	<ul style="list-style-type: none"> <li>• Provide a mechanism whereby any Council publication can be supplied in community languages, or in a specific format for people in line with the DDA.</li> </ul>	July 2008	Communications Team	£1000 depending on uptake

## Public Relations

Objective – To develop and sustain a positive reputation of the Council and Borough					
Ref.	Action	Outcome	Completion Date	Who	Budget Implications
1	Build relationships with key local media and trade press  Press Briefings held every 6 weeks	<ul style="list-style-type: none"> <li>Develop constructive relationships with local media.</li> <li>Balanced coverage of issues</li> </ul>	Ongoing monitoring of press coverage and reports every six weeks to SLB and COB	Chief Executive and Communications Team	N/a
3	Develop a service level agreement for media enquiries	<ul style="list-style-type: none"> <li>To consistently deliver a prompt response to press enquiries</li> <li>Balanced coverage of issues</li> </ul>	September 2008	Communications Team	n/a
4	Ensure that all media communications are reported to the Communications Team	<ul style="list-style-type: none"> <li>A co-ordinated approach to media enquiries throughout the council.</li> </ul>	Media guidelines introduced 2007	Communications Team to monitor	N/a
5	Provide media training as appropriate	Key people equipped to deal with and maximise media opportunities	January 2008	Executive Members, SLB, COB and nominated staff media trained	Corporate Training budget

**Internal Communications**

Objective – Improve internal communications					
Ref.	Action	Outcome	Completion Date	Who	Budget Implications
1	Further improve the content and use of the Intranet	Increase the percentage of staff satisfied with the Intranet	Staff survey 2008	Communications Team and Web Editors	N/a
2	Introduce the Communications services into the staff induction programme	New staff aware of Corporate Communications requirements including branding, media enquiries	February 2008 onwards	J Puffett/I Pollock	N/a
3	Poster sites – devise a forward plan for staff campaigns	Maximise opportunities for cross cutting campaigns for staff  Poster site messages changed regularly in line with corporate messages	February 2008	Communications Team and CCG	Existing Corporate Communications budget
4	Develop the chief executive's newsletter	Staff understand and value the content of the chief executive's newsletter	Staff survey 2008	Chief Executive and Communications Team	N/a
5	Ensure consistent team briefings within all services	1) 85% of staff indicate that they are satisfied with Internal Communications 2) All managers have a clear objective regarding team communication within their PDA	Staff survey 2008	Strategic Leadership Board and CCG	N/a

## Consultation & Community Engagement

Objective – Ensure that the services, policies and decisions of the Council are informed by the views of residents					
Ref.	Action	Outcome	Completion Date	Who	Budget Implications
1	Increase recruitment to The Citizens Panel, set up a mechanism for refreshing membership, and action to maximise response rates to surveys	Maintain a demographically representative group, including representation against age, gender, ethnicity and religion/belief, and ensure a statistically robust sample is achieved on consultation; ensure that people do not become “conditioned” to the panel by overstaying their involvement, and that people who leave are replaced	Period to 2010	Corporate Performance and Strategy Team	Existing budgets
2	Continue to feed back and share results through the consultation forward plan and Borough Bulletin	People aware of results of actions following community engagement	Reviewed every six weeks	Communications Team via CCG with Corporate Performance and Strategy Team	tbc
3	Use new technology to widen participation and particularly to establish two new forum groups	Faster and more immediate community engagement  Adequate mechanism for disability and sexuality groups to participate in consultation	2009	Corporate Performance and Strategy Team	tbc
4	Train key staff on community engagement methods	Method selection is appropriate to purpose. Questionnaire design and focus group facilitation is improved, and awareness of need for further training or external support is enhanced	2009	Corporate Performance and Strategy Team	tbc
5	Hold regular forums	BME, disabled and other under	March 2008	Corporate Performance and Strategy	tbc

	for under represented groups	represented groups consulted and engaged in the decision making process		Team	
6	Pilot the use of community forums within the borough	Gathering of area based views on successes and future planning	tbc	Corporate Performance and Strategy Team	tbc
7	Improve overall co-ordination of various community engagement forums within the borough	<ul style="list-style-type: none"> <li>• Reduce duplication of effort</li> <li>• Improved co-ordination of engagement percentage</li> </ul>	tbc	Corporate Performance and Strategy Team	Tbc
8	Monitor and evaluate against key criteria for consultation	<ul style="list-style-type: none"> <li>• Consultation is fit for purpose and robust, and evidenced as such</li> <li>• Evidence of involvement of designated groups</li> </ul>		Corporate Performance and Strategy Team	tbc
9	Assess capacity within the Corporate Performance and Strategy Team to carry out their designated responsibilities under this strategy and act to address any areas of training or development need	<ul style="list-style-type: none"> <li>• Creation of a centre of expertise to manage consultation and to provide quality assurance on individual projects and across the corporate board.</li> </ul>		Corporate Performance and Strategy Team	tbc



## Methodologies and audiences

This chart indicates methodologies that are usually appropriate for specified target audiences. An “x” in a row indicates a methodology that will normally be appropriate for the audience.

	Self completion	Pick up questionnaire	Telephone survey	Clipboard survey	Peer sessions	Depth interviews	Focus groups	Mystery shopping	Participation	Public meetings	Panels
<b>Respondents</b>											
Residents	x		x	x		x	x		x		x
Visitors to the area		x		x				x			
Council staff	x					x	x	x	x		x
Adults generally	x		x	x		x	x		x		x
Users of a service	x	x		x		x	x		x	x	x
Non-users of a service	x		x	x						x	x
Young people				x	x		x		x		x
Ethnic minority groups					x	x		x	x		
People with disabilities	x		x			x	x	x	x		x
Sexual orientation groups					x	x	x				
Faith groups					x	x	x				
Older people	x			x		x	x				x
Travellers					x	x					
Children					x	x			x		
<b>Type of data</b>											
Quantitative	x		x	x							x
Qualitative						x	x		x		x
Product testing							x		x	x	
System testing								x			

## Consultation Monitoring

Consultation name				
Lead Officer and contact				
Consultation period				
Information being sought				
Principal target groups	1	2	3	4
Response numbers sought				
Response numbers achieved				
Comments				

**What specific designated groups may need to be considered in addition to the proposed sampling? How should these be included?**

Age	
Gender	
Ethnicity	
Religion	
Disability	
Sexual orientation	

## Equalities monitoring

Designated group	Required level of consultation (with number breakdown if relevant)	Achieved level of consultation
Age		
Gender		
Ethnicity		
Religion		
Disability		
Sexual orientation		
Comments		

## Notes on completion

- 1 Shaded boxes are for completion once consultation has been completed.
- 2 The consultation period starts on the date that questioning the public begins. It may end on a specific date or when response slows down to a trickle.
- 3 The information being sought may be very specific "Resident views on the layout of the new bus station" or very broad "Residents views on a range of council services and perceptions"
- 4 The form allows for up to four target groups. These could be residents of particular areas of the borough (for instance when geographically specific focus groups are being undertaken) or demographic groups (all adult residents) or a mix (all adult residents, children aged 12-18, people who use leisure services), depending on how the consultation is being constructed.
- 5 For each group, indicate the target number of responses sought (or the target number of people to be consulted)
- 6 After the consultation, indicate the actual numbers who took part from each identified group.
- 7 Comment on any difference. What lessons should be learned for future consultation?
- 8 At the outset, identify whether the suggested sample base will be adequate for each designated group, and if not how the views of this group can be sought.
- 9 Equalities monitoring. This requires you to indicate the extent to which you expect to get input from each of the six equalities groups, and to monitor whether or not that was achieved.

For example, a quantitative survey of local residents, using a random probability sample, should secure 50% men and 50% women responding. Did it do so, and if not was weighting used to correct for this?

A qualitative sample for focus groups may have required one group comprising people with disabilities of various types. Were all types of disability present?

- 10 The authority has set up mechanisms to allow specific input from disability and sexual orientation groups. Were these used? (The authority is not at present able to monitor sexual orientation in quantitative terms).
- 11 Comment on the achieved level of consultation and identify lessons that should be learned for future work of this type.

About you (short version)

Gender

**Q1 Are you male or female?**

Male.....

Female.....

Age

**Q2 What was your age on your last birthday? Please write in below:**

Health, illness and disability

**Q3a Do you have any long-standing illness, disability or infirmity?**

Yes.....

No.....

**Q3b If yes, does this illness or disability limit your activities in any way?**

Yes.....

No.....

Ethnicity

**Q4 What is your ethnic group? Please tick one box only**

White.....

Mixed (e.g. White and Asian).....

Asian or Asian British.....

Black or Black British.....

Other ethnic group.....

.

## About you (standard form)

### Gender

**Q1** Are you male or female?

Male .....

Female .....

### Age

**Q2** What was your age on your last birthday? Please write in below:

**OR**

**Q2** How old are you?

Under 16 .....

16-19 .....

20-29 .....

30-44 .....

45-59 .....

60-74 .....

75 and over .....

### Health, illness and disability

**Q3a** Do you have any of the following long-standing conditions? Please include problems which are due to old age. Please tick all boxes that apply.

Deafness or severe hearing impairment .....

Blindness or severe visual impairment .....

A condition that substantially limits one or more basic physical activities such as walking, climbing stairs, lifting or carrying .....

A learning difficulty .....

A long-standing psychological or emotional condition .....

Other, including any long-standing illness .....

No, I do not have a long-standing condition .....

**Q3b** Does a long-standing health problem or disability mean you have substantial difficulties doing day-to-day activities? Please include problems which are due to old age.

Yes .....

No .....

**Ethnicity, Identity and Religion**

**Q4** What is your ethnic group? Please choose one section from (a) to (e) and then tick one box only to show your ethnic group.  
*(Simpler version without space to write in - less time consuming to process)*

**(a) White**

English .....

Other British .....

Irish .....

Any other White background .....

**(b) Mixed**

White and Black Caribbean.....

White and Black African .....

Traveller .....

White and Asian .....

Any other mixed background .....

**(c) Asian or Asian British**

Indian .....

Pakistani .....

Bangladeshi .....

Chinese .....

Any other Asian background .....

**(d) Black or Black British**

Caribbean .....

African .....

Any other Black background .....

**(e) Other Ethnic Group**

Arab .....

Gypsy/Romany/Irish .....

Any other .....

**Q5** What is your religion? Please tick one box only

None .....

Christian (all denominations) .....

Buddhist .....

Hindu .....

Jewish .....

Muslim .....

Sikh .....

Any other religion .....

## About you (detailed version)

### Gender

**Q1 Are you male or female?**

Male .....

Female .....

### Age

**Q2 What was your age on your last birthday? Please write in below:**

### Health, illness and disability

**Q3a Do you have any of the following long-standing conditions?** Please include problems which are due to old age. Please tick all boxes that apply.

Deafness or severe hearing impairment .....

Blindness or severe visual impairment .....

A condition that substantially limits one or more basic physical activities such as walking, climbing stairs, lifting or carrying .....

A learning difficulty .....

A long-standing psychological or emotional condition .....

Other, including any long-standing illness .....

No, I do not have a long-standing condition .....

**Q3b Does a long-standing health problem or disability mean you have substantial difficulties doing day-to-day activities?** Please include problems which are due to old age.

Yes .....

No .....



**Ethnicity, Identity and Religion**

**Q4** **What is your ethnic group?** Please choose one section from (a) to (e) and then tick one box only to show your ethnic group.

**(a) White**

English .....

Other British .....

Irish .....

background .....

below)

Any other White background .....

(please tick and specify below)

**(b) Mixed**

White and Black Caribbean .....

White and Black African .....

Traveller .....

White and Asian .....

below)

Any other mixed background .....

(please tick and specify below)

**(c) Asian or Asian British**

Indian .....

Pakistani .....

Bangladeshi .....

Chinese .....

Any other Asian background .....

(please tick and specify below)

**(d) Black or Black British**

Caribbean .....

African .....

Any other Black .....

(please tick and specify

**(e) Other Ethnic Group**

Arab .....

Gypsy/Romany/Irish .....

Any other .....

(please tick and specify

**Q5 What is your country of birth?**

- England .....
- Wales .....
- Scotland .....
- Northern Ireland .....
- Republic of Ireland .....
- Elsewhere (please tick and write.....

In the current name of the country below

**Q6 What is your religion? Please tick one box only**

- None .....
- Christian (all denominations) .....
- Buddhist .....
- Hindu .....
- Jewish .....
- Muslim .....
- Sikh .....
- Any other religion .....

(please tick and write in below)

**Sexual Orientation**

Many people face discrimination because of their sexual orientation and for this reason we have decided to ask this monitoring question. You do not have to answer it but we would be grateful if you could tick the box next to the category which describes your sexual orientation:

**Q7 What is your sexual orientation**

- Bi-sexual .....
- Gay .....
- Heterosexual .....
- Lesbian .....
- Other (please tick and specify below) .....

Equality & Diversity Work Programme (incorporating Equality Standard for Local Government - Action Plan) 2007/2008

No	Action	Update/Comments	Lead	Completion/Target Date	Progress Rating ** (R,A,G)
1	1.1 Establish a Corporate Equality Steering Group (CESG) to effectively monitor/coordinate implementation of the Standard.	1.1 CESG established and had inaugural meeting on 4/8/2006. Relaunched on 21/6/2007.	Julie Oliver	1.1 4/8/06 & 21/6/2007	Green
	1.2 Develop terms of reference for CESG. Refreshed and reissued on 21/6/2007.	1.2 Terms of reference adopted on 22/9/06 and refreshed on 17/8/2007.	Julie Oliver	1.2 22/9/06 & 17/8/2007	Green
2	2.1 Appoint senior manager as corporate "Champion" for equalities and diversity.	2.1 Chief Executive – to act as interim corporate champion.	Steve Atkinson	2.1 21/6/07.	Green
	2.2 A job description for senior manager "Champion" is developed.	2.2 JD for officer champion role developed.	Julie Oliver	2.2 21/6/07.	Green
	2.3 Details of the corporate "Champion" are promoted throughout the Council.	2.3 To be promoted through CX newsletter and Borough Bulletin.	Steve Atkinson	2.3 Relaunch – July 2007	Green
3	3.1 Details of the Elected Member "Champion" for equalities and diversity are promoted throughout the Council.	3.1 To be promoted through CX newsletter and Borough Bulletin.	Julie Oliver	3.1 Relaunch – July 2007.	Green
	3.2 A job description is developed for this role.	3.2 JD for Elected Member champion role developed.	Julie Oliver	3.2 4 August 2006.	Green
	3.3 The role of the Scrutiny Commission in performance managing equalities and diversity issues be defined and clarified.	3.3 Performance management to be conducted as part of the Policy and Performance Review of council polices and inclusion on the Scrutiny work programme.	Steve Atkinson	3.3 October 2007	Green
4	H&BBC to publicly and formally adopt the Equality Standard for Local Government.	Equality Standard formally adopted by (1) SLB;	Julie Oliver	SLB - 14/02/2006	Green
		Update & progress reports to go forward to Executive;	Michael Brymer	Executive – August 2007	Green
		Members briefing issued.	Steve Atkinson	October 2007.	Green

5	The Council implements the Equality Standard for Local Government - Action Plan 2007/2008.	Progress against action plan started.	CESG	March 2008	Green
6	Launch the Equality Standard within all services	1. Staff briefing to be circulated to all employees, (2) Awareness raising events to be rolled out to service areas.	Steve Atkinson	1. Starting July 2007; 2. Managers event scheduled for 6 July 2007	Green
7	Develop a Comprehensive Equality Strategy and Action Plan.	Draft Strategy to be tabled at next CESG meeting; action plan to be compiled via awareness raising events and baseline gap analysis.	Ivor Pollock/ Julie Stay/ Michael Brymer	October	Green
8	Develop a strategy for Impact and Needs/Requirements Assessments (INRA).	Toolkit to be developed; all policies and functions to be listed, screened for relevance, three-year schedule of INRA to be agreed with SLB and CESG.	Ivor Pollock/ Julie Stay	October 2007	Green
9	Develop and implement a Corporate Equalities & Diversity Training Strategy.	Outline equalities training strategy agreed at CESG 4/8/2006; implementation as part of the People Management Strategy.	Julie Stay	October 2007	Green
10	Integrate equality within the improvement framework and other review process	Equalities and diversity to be included within the improvement framework.	Michael Brymer	July 2007	Green
11	Refresh the Race Equality Scheme (RES), Disability Equality Scheme (DES), and Gender Equality Scheme (GES).	Research into best practice undertaken and draft RES, DES, and GES produced for consultation within council and with community. Consideration given to producing Single Equality Scheme.	Ivor Pollock/ Julie Stay/ Michael Brymer	December 2007	Green

12	<p>14.1 Service improvement plans for BVPIs 2a, 2b, 11, 16, and 17 are produced and implemented.</p> <p>14.2 Evidence portfolios for BVPIs 74, 75, 164, 174, and 175 are produced and quality assured.</p> <p>14.3 A service improvement plan for compliance with BVPI 225 is produced and implemented.</p>	A programme of workshops has begun with PI managers.	Michael Brymer	Ongoing	Green
13	Ensure effective mechanisms are operating to respond to harassment and hate incidents	Current approach to be reviewed.	Ron Grantham	31 October 2007	Green
14	Develop/implement self assessment processes to mainstream equality in service delivery and employment practices	Base line and gap a analysis pro forma be developed and Level 1 guidance self-assessment questions to be completed on a team /service basis using pro forma.	Ivor Pollock/ Consultant	To begin after Managers event on 6/7/07	Green
15	Develop a portfolio of evidence for Equality Standard Level 1	Compilation of portfolio folder begun.	Ivor Pollock	31 October 2007	Green
16	Apply a transparent way of evaluating jobs that aims to ensure equal pay for equal work	New pay and grading scheme in operation	Peter Cash	31/3/2007	Complete
17	Review corporate consultation processes to meet the needs of the Equality Standard	Equality and diversity to be included within consultation strategy.	Michael Brymer	30 September 2007	Green
**Progress indicated using traffic light indicators - Red Amber Green					

**Corporate Equalities - Self-assessment Checklist**

<b>Activity</b>	<b>Summary of compliance with level 3, cross-referenced to the authority's self-assessment document</b>	<b>Is evidence available? Fully/Partly/Not</b>
Project/Performance Management Plan	There are action plans for each level of the ESLG. There is an overarching Corporate Equality Strategy and action plan	<b>F</b> – Level 1-3 action plans and the Corporate Equality Strategy.
Corporate Equality Impact Assessment Training Programme	An EIA training programme is in place with two sessions already taken place and a third planned. All managers who have year 1 and 2 priority EIAs to do have been trained.	<b>F</b> - EIA Training dates and attendance lists.
Corporate EIA Framework and Guidance	Corporate EIA Toolkit and Guidance produced and managers trained to use it. A list of screened functions and policies produced and three-year EIA schedule produced.	<b>F</b> –EIA Toolkit and Guidance.
Involvement of key stakeholders Training for elected members	Training for Elected Members arranged for 13 May 2008. Briefing note issued by CX to all Councillors on equality and diversity. A further training event is currently being arranged to target Councillors who have not received the training.	<b>F</b> – Draft Elected Members training programme and the briefing note issued to Councillors. Arrangement of future training session
Corporate business/service planning guidelines for equality monitoring	The BDP's of all service areas have included equality and diversity objectives. This was discussed at the workshops for managers in preparation of the BDP	<b>F</b> - Agenda for the BDP Workshops BDP documents from service areas and underlying service plans
Equality Standard Steering group work plan, meeting minutes, monitoring etc	The Council's Corporate Equality Steering Group meets regularly and has a work programme which is refreshed and is a working document.	<b>F</b> –CESG work programme, minutes of meeting, agenda, and terms of reference.
Corporate Equality Action Plan, showing links to Corporate Plan, Local Area Agreement, Community Cohesion Strategy, statutory Equality Schemes etc, Identify consultation, scrutiny and review procedures.	The Corporate Equality Action Plan makes all the strategic links	<b>F</b> – Corporate Equality Action Plan.

<p>Race, disability and gender Equality Scheme (or single equality scheme) showing evidence of consultation and monitoring arrangements.</p>	<p>The Schemes show internal consultation with unions, managers, and councillors but does not demonstrate consultation with community stakeholders (apart from VAH&amp;B) and staff throughout the Council. This is a priority for the preparation of the Single Equality Scheme which is imminent.</p> <p>The requirements for monitoring is met and reports on the operation and performance of all the Schemes have commenced with performance data being supplied to the Personnel Committee</p>	<p><b>F – Race, Disability and Gender Equality Schemes.</b> In addition the new Communication, Consultation and Community Engagement Strategy identifies how this will be consulted upon into the future for the single scheme.</p> <p><b>F – Reports to the Personnel Committee – Disciplinary and Grievance etc</b></p>
<p><b>Service Planning</b></p>		
<p>Service Plans and self-assessment reports with associated EIAs</p>	<p>The BDP's of all service areas have included equality and diversity objectives. This was discussed at the workshops for managers in preparation of the BDP</p>	<p><b>F - Examples of BDPs and service plans with equality and diversity objectives. Equality Impact assessments carried out on key projects within the business plans</b></p>
<p><b>Employment and Training</b></p>		
<p>Equal Pay review and arrangement for implementation</p>	<p>Equal pay audit and review completed with new job evaluation scheme implemented as a result. Pay inequality addressed.</p>	<p><b>F – Reports on equal pay review and details of new job evaluation scheme.</b></p>
<p>Corporate employment targets and monitoring arrangements, showing evidence of flexible contract terms, staff development schemes etc</p>	<p>The BVPI statistics show under-representation of BME, women, and disabled employees. However these are being actively managed by the COB/SLB members.</p> <p>The workforce is ageing and therefore proactive steps have been taken to address succession planning and introducing apprenticeship scheme and graduate recruitment.</p>	<p><b>F – Minutes from SLB/COB. Ten Information re performance indicators in this area</b></p> <p><b>Case studies regarding graduates in planning and legal services, Groundcare plans</b></p>

	<p>There is a PDA policy and the Council offers various flexible working opportunities.</p> <p>A Flexible Working Group has been established and the Flexible Working Policy and Project is about to get off the ground offering additional opportunities for flexible working.</p>	<p>for recruitment. All reports regarding the identification of successors. Report to Personnel Committee re succession planning. There is also evidence within individual PDA's regarding the use of shadowing and mentoring for underrepresented staff.</p> <p><b>PDA policy</b></p> <p><b>Flexible Working Policy – draft and minutes of the meetings</b></p>
Review of disciplinary/grievance procedures and evidence for monitoring by race, gender, disability, sexual orientation, age and religion/belief	The disciplinary and grievance policy and procedures are currently being revised and an annual report is to be submitted to Personnel Committee in August 2008. The report contains details of the number of cases and the actions taken disaggregated by equality strands. Although sexual orientation and religion and belief are currently not collected.	<b>F – Disciplinary and grievance procedure and statistical report for 2006/2007 and 2007/2008 disaggregated by as many equality strands as possible.</b>
Review of appraisal systems to show that staff at all levels achieve equality objectives	There is a PDA policy and guidance and managers have been trained on this. Information has also been given to staff. Guidance on the operation of the PDA scheme together with any statistical data disaggregated by the equality strands is drafted . An additional action has been included in the guidance on including equality objectives in all PDA.	<b>F – PDA policy and guidance including a revision to include information on setting equality objectives.</b>
<b>Participation</b>		



<p>Demonstrate that consultation and inclusion are integral to the authority's service planning, including design, delivery and scrutiny of outcomes</p>	<p>The Communication and Community Engagement Strategy has been produced and has approval from CCG, CESG and COB, it is being presented to the Executive on 30<sup>th</sup> July 2008. This will result in the coordination of consultation across the Council. The Strategy will include a forward plan of community engagement and consultation, and an annual report on the outcomes of activity will be published.</p> <p>Examples of current consultation activity case studies, for example, outcomes from Citizens Panel consultation, work with the Youth Council, the Statement of Community Involvement for the LDF, staff and union consultation on the JES, Bus Station Development</p> <p>The BDP's of all service areas have included equality and diversity objectives. This was discussed at the workshops for managers in preparation of the BDP</p>	<p><b>F - Communication and Community Engagement Strategy.</b></p> <p><b>F - Case studies on consultation and community engagement</b></p> <p><b>F - BDP's and agenda for workshops</b></p>
<p>Evidence of how groups and individuals are involved, including methods of selection, training and reporting back.</p>	<p>The Council seeks to involve individuals and groups at all levels and in a variety of ways across services. Corporately the Citizens Panel consists of a representative section of local population selected from the electoral roll. Place Survey.</p> <p>Participation by:          Older Peoples Forum          Benefits open days          Registered Social Landlord Forum          Green space events – Burbage Common          LDF          Developer Forum          Competitions and surveys in Borough Bulletin          GOVMETRIC          Online Forum          LSP          Budget Workshops          Parish Forum          Community Forums          BDP Workshops          Youth Council          Planned forums for BME, disabled and other under represented groups</p>	<p><b>F - case studies on the Citizens Panel, LDF, JES, Young People's Participation Plan, Leisure &amp; Culture,</b></p> <p><b>F – Examples of Participation both neighbourhood and area based and communities of interest.</b></p> <p><b>F – Examples listed in the Communications, Consultation and Community Engagement Strategy</b></p> <p><b>F – copies of the borough Bulletin and invites/agendas of events listed.</b></p>

**COUNCIL 5 AUGUST 2008**

**REPORT OF DIRECTOR OF FINANCE**

**RE: SHARED ICT SERVICE WITH OADBY AND WIGSTON BOROUGH COUNCIL**

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**1. PURPOSE OF REPORT**

To inform Members of a proposal to Share ICT Services with Oadby and Wigston Borough Council, and recommend that the Council enters into a Shared ICT Service with Oadby and Wigston Borough Council.

**2. RECOMMENDATION**

Subject to satisfactory completion of pre contract/due diligence negotiations and consultation with employees, Council is recommended to:

- (i) endorse the decision of Oadby and Wigston Borough Council to delegate their ICT function under section 101 of the Local Government Act 1972 to Hinckley & Bosworth Borough Council, acting as lead Council for the ICT shared service.
- (ii) accept the delegation of the Oadby and Wigston Borough Council's ICT function, from a date to be determined by the Director of Finance and that this be an executive function.
- (iii) agree that once delegated to Hinckley & Bosworth Borough Council, O&WBC service be provided by Steria Limited.
- (iv) agree that the Chief Executive and Director of Finance at H&BBC and the Chief Executive and Deputy Chief Executive of O&WBC make up the Officer Board for management of the shared ICT service.
- (v) agree that authority is delegated to the Chief Executive and the Director of Finance for agreement and implementation of the Shared Service Arrangement.

**3. BACKGROUND TO THE REPORT**

- 3.1 Oadby and Wigston Borough Council have undertaken a review of its ICT Service Provision and subsequently produced a Business Case for moving to a Shared Services Arrangement with H&BBC. The Business Case was produced in close co-operation with both H&BBC and the Steria team who provide our fully managed ICT support service.
- 3.2 The Business Case was subsequently reviewed by SOCITM who supported the recommendation to agree a shared service IT partnership with H&BBC. SOCITM also highlighted the difficulty facing smaller district authorities in keeping abreast with best practice. This proposal is therefore of longer term Strategic Benefit to both authorities as the pace of technology changes.

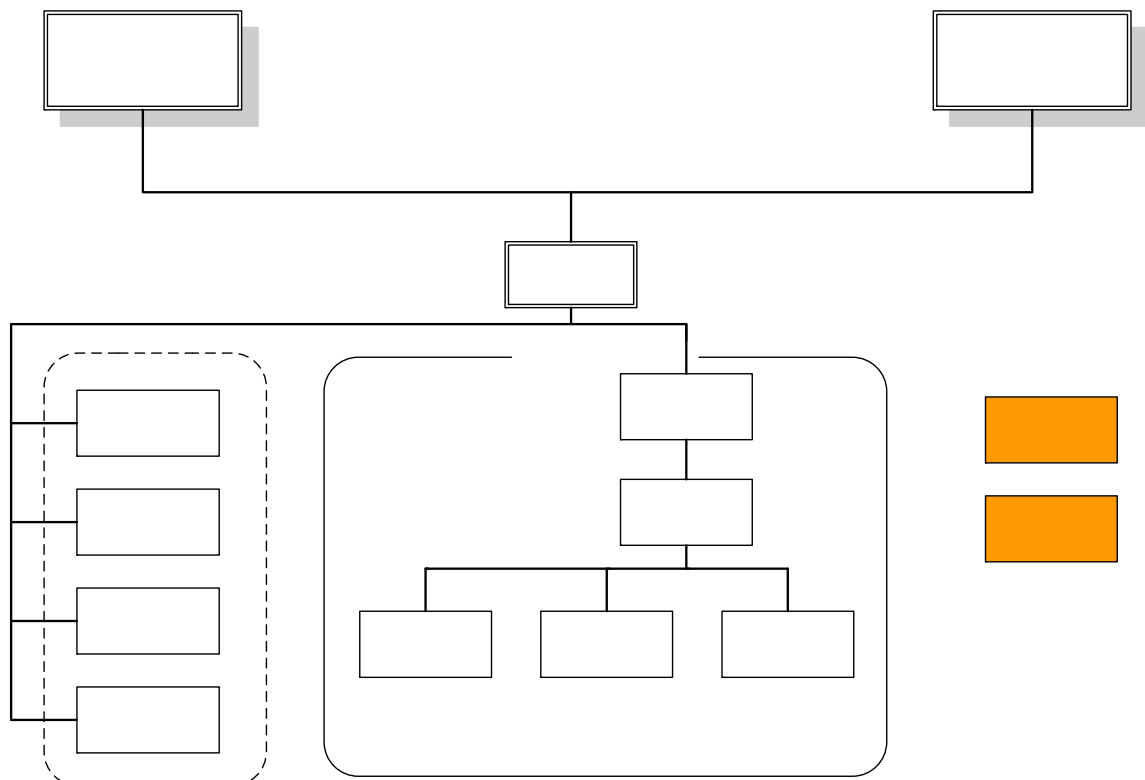
3.3 Whilst this initiative has been developed by O&WBC, there are some significant benefits to the arrangement for H&BBC. The key benefits are:

- Sharing of ICT costs for the Data Centre environment and VMWare/ Citrix (i.e. software) licensing.
- Additional Steria personnel on site, providing a greater pool of ICT talent to support the ICT Contract.
- Sharing of development and application costs.
- The ability to develop a joint Disaster Recovery Strategy with O&WBC.

Senior Officers from both H&BBC and O&WBC have met to discuss the proposal and a period of due diligence will commence to ensure that the assumptions made within the OWBC report are accurate.

#### 4. **PROPOSED STRUCTURE OF THE ICT SHARED SERVICES**

The proposed organisational structure for the shared ICT service is shown below:



The shared service will be managed from Hinckley & Bosworth offices but there will be two engineers on site at Oadby & Wigston at all times to manage desk top and other urgent support.

5. **GOVERNANCE**

5.1 In order to operate the shared service, O&WBC will need to delegate its IT function to Hinckley & Bosworth under section 101 of the Local Government Act 1972. Members are asked to approve this course of action.

5.2 Management of the shared service will then be overseen by an Officer Board, made up of the Chief Executive and Director of Finance from Hinckley & Bosworth and the Chief Executive and Deputy Chief Executive of O&WBC.

6. **TIMESCALES FOR IMPLEMENTATION**

A project plan for implementation of the shared service is provided as an appendix to this report. All stages of implementation will be subject to rigorous testing with the aim of achieving a planned 'go-live' date of 1 January 2009.

7. **FINANCIAL IMPLICATIONS (DB)**

Any additional costs incurred under the Steria Contract will be borne by Oadby & Wigston Borough Council (O&WBC). A proportion of H&BBC ICT management costs will also be charged to O&WBC and therefore it is envisaged that the proposal will potentially provide H&BBC with an annual contribution of £34,000 to the running costs of the service - although it should be noted that this value will be confirmed during the due diligence process.

8. **LEGAL IMPLICATIONS (LH)**

Contained within the report.

9. **CORPORATE PLAN IMPLICATIONS**

This document contributes to Strategic Objectives 2 and 5 of the Corporate Plan, and the ICT Strategy.

10. **CONSULTATION**

Not Applicable.

11. **RISK IMPLICATIONS**

It is the Council's policy to proactively identify and manage significant risks which may prevent delivery of business objectives.

It is not possible to eliminate or manage all risks all of the time and risks will remain which have not been identified. However, it is the officer's opinion based on the information available, that the significant risks associated with this decision/project have been identified, assessed and that controls are in place to manage them effectively.

The following significant risks associated with this report/decision were identified from this assessment:

<b>Management of Significant (Net Red) Risks</b>		
<b>Risk Description</b>	<b>Mitigating actions</b>	<b>Owner</b>
None		

12. **RURAL IMPLICATIONS**

None.

13. **CORPORATE IMPLICATIONS**

By submitting this report, the report author has taken the following into account:

- Community Safety Implications
- Environmental Implications
- ICT Implications
- Asset Management Implications
- Human Resources Implications

Contact Officer: Sanjiv Kohli, Director of Finance ext 5607

Executive Member: Cllr David Bill

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SK/db/28.7.08

APPENDIX

ID	Task	Start	End	Comments
<b>1 Pre Contract / Due Diligence</b>		<b>08/07/08</b>	<b>31/08/08</b>	
1-1	Setup Project Board	23/07/08	23/07/08	
1-2	DW Handover	08/07/08	25/07/08	
1-3	Initial Report to Council (HBBC / OWBC)	29/07/08	05/08/08	
1-4	OWBC to confirm requirements	14/07/08	01/08/08	
1-5	Steria / HBBC to confirm report details	14/07/08	01/08/08	
1-6	Steria Confirm Proposal	04/08/08	18/08/08	
1-7	Letter to Proceed	31/08/08	31/08/08	This will give Steria authorisation to proceed with Audits / Joint Verification
<b>2 Transition HR</b>		<b>08/07/08</b>	<b>31/12/08</b>	
2-1	Initial TUPE Discussions with Steria	08/07/08	25/07/08	To be arranged by steria within next two weeks
2-2	Identify individuals in scope	08/07/08	01/08/08	
2-3	Staff Announcement	08/07/08	01/08/08	
2-4	Initial TUPE Discussions with Staff	15/09/08	30/09/08	
2-5	TUPE Process	15/09/08	31/12/08	
<b>3 Transition Audits</b>		<b>01/09/08</b>	<b>15/10/08</b>	
3-1	Infrastructure Audit	01/09/08	15/10/08	
3-2	- Windows Server and Application	01/09/08	15/10/08	
3-3	- Unix and Applications	01/09/08	15/10/08	
3-4	- Voice	01/09/08	15/10/08	
3-5	- Service Desk	01/09/08	15/10/08	
3-6	- DBA	01/09/08	15/10/08	
3-7	- Line of Business Applications	01/09/08	15/10/08	
3-8	- Reporting and SLA's	01/09/08	15/10/08	
<b>4 Transition HBBC</b>		<b>01/09/08</b>	<b>30/11/08</b>	
4-1	SLA	01/09/08	30/11/08	
4-2	Governance Arrangements	01/09/08	30/11/08	
4-3	Steria Contract Changes	01/09/08	30/11/08	
4-4	Agree Contract	30/11/08	30/11/08	
<b>4 Technical Transfer</b>		<b>31/08/08</b>	<b>15/12/08</b>	
5-1	Network Setup	31/08/08	30/11/08	
5-2	- Order Comms lines	31/08/08	31/08/08	
5-3	- User Acceptance Testing	01/12/08	15/12/08	
5-4	Service Desk	15/10/08	15/12/08	
5-5	- Service Desk Setup	15/10/08	15/12/08	
5-6	- ITIL Setup	15/10/08	15/12/08	
5-7	- SLA Setup	15/10/08	15/12/08	
<b>6 Communication</b>		<b>01/09/08</b>	<b>31/12/08</b>	
6-1	Communication Strategy	01/09/08	31/12/08	
<b>7 Go Live</b>		<b>01/01/09</b>	<b>01/01/09</b>	
7-1	Go live support	01/01/09	01/01/09	

