

# Individual Decision

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The attached report will be taken as  
Individual Portfolio Member Decision on:

**Tuesday, 18th October, 2011**

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<b>Ref:</b>	<b>Title</b>	<b>Portfolio Member(s)</b>	<b>Page No.</b>
ID2369	<b>Arts and Leisure Commissioning Framework</b>	Councillor Hilary Cole	1 - 10



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## Individual Executive Member Decision

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<b>Title of Report:</b>	<b>Arts and Leisure Commissioning Framework</b>
<b>Report to be considered by:</b>	Individual Executive Member Decision
<b>Date on which Decision is to be taken:</b>	18 October 2011
<b>Forward Plan Ref:</b>	ID2369

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**Purpose of Report:** To determine the policy that will be used to assess the relative priority of Sports and Arts participation programmes that will be commissioned by West Berkshire Council.

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**Recommended Action:** That the guidelines and criteria set out in the report are approved for use in the identification of community and voluntary projects that will be commissioned by West Berkshire Council.

**Reason for decision to be taken:** To provide transparency to the process for determining which arts and leisure projects are commissioned by West Berkshire Council.

**Other options considered:** None

**Key background documentation:** Commissioning Framework document;

Portfolio Member Details	
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Contact Officer Details	
<b>Name:</b>	Chris Jones
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## Implications

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**Policy:** None

**Financial:** There are no financial implications that are not already contained within approved budgets.

**Personnel:** None

**Legal/Procurement:** None

**Environmental:** None

**Property:** None

**Risk Management:** None

**Equalities Impact Assessment:** The commissioning framework is focussed on addressing identified need across the communities of West Berkshire. The outcomes of the development programmes will significantly improve the ability of the service to demonstrate equitable access to all.

## Consultation Responses

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### Members:

**Leader of Council:** Cllr Graham Jones

**Overview & Scrutiny Management Commission Chairman:** Cllr Brian Bedwell - reserving his opinion until he learns exactly what type of activity will be encouraged and how Parish Councils will be involved

**Ward Members:** N/A

**Opposition Spokesperson:** Cllr Alan Macro

**Local Stakeholders:** None

**Officers Consulted:** Head of Cultural Services David Appleton; Arts & Leisure Officer Jackie Gray; Sports & Recreation Facilities Officer Claire Jones; Leisure Client Officer Jeanette Hodge; Arts & Leisure Information Officer Jim Sweeting.

**Trade Union:** N/A

Is this item subject to call-in.	Yes: <input checked="" type="checkbox"/>	No: <input type="checkbox"/>
If not subject to call-in please put a cross in the appropriate box:		
The item is due to be referred to Council for final approval		<input type="checkbox"/>
Delays in implementation could have serious financial implications for the Council		<input type="checkbox"/>
Delays in implementation could compromise the Council's position		<input type="checkbox"/>
Considered or reviewed by O&SMC or associated Task Groups within preceding six months		<input type="checkbox"/>
Item is Urgent Key Decision		<input type="checkbox"/>

## **Supporting Information**

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### **Background**

#### **1. Introduction**

- 1.1 West Berkshire Council recognises the importance of participation in Arts and Leisure activity as an essential element in the quality of life for all residents but that some residents don't or can't visit our arts and sports venues. We address those barriers through a range of outreach programmes of recreational arts or sports based activity. Changes in delivery methods for this outreach work have evident for some time and from now on all outreach programmes will be delivered through commissioning arrangements.

#### **2. Commissioning Framework document**

- 2.1 In responding to the change in operate from direct delivery to commissioning, a framework has been developed which provides a methodology to deliver the programmes in development. Work is currently underway in establishing partnerships with a range of groups to identify areas of interest and need and providers who can deliver the emerging programmes. The commissioning framework informs the day to day delivery of the service and has a range of service improvement performance targets and performance management identified within the annual service plan.

#### **3. Conclusion**

- 3.1 The formal adoption of the Commissioning Framework will enable engagement programmes to be implemented to address a range of leisure time needs of West Berkshire residents and challenge barriers to participation. The draft Commissioning Framework Document way is set out as Appendix b.

### **Appendices**

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Appendix A – Equality Impact Assessment – Stage 1

Appendix B - Arts and Leisure Commissioning Framework

## Equality Impact Assessment – Stage One

<b>Name of item being assessed:</b>	<b>Draft Arts and Leisure Commissioning Framework</b>
<b>Version and release date of item (if applicable):</b>	Draft version 2
<b>Owner of item being assessed:</b>	Chris Jones
<b>Name of assessor:</b>	Jim Sweeting
<b>Date of assessment:</b>	07/09/2011

<b>1. What are the main aims of the item?</b>
To provide a framework for commissioned delivery of arts & leisure development programmes.

<b>2. Note which groups may be affected by the item, consider how they may be affected and what sources of information have been used to determine this. (Please demonstrate consideration of all strands – Age, Disability, Gender, Race, Religion or Belief and Sexual Orientation.)</b>
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<b>Group Affected</b>	<b>What might be the effect?</b>	<b>Information to support this.</b>
Age	Commissioning of works will follow active consultation with the communities of West Berkshire and will activity include work with people of all ages.	Commissioning Framework document.
Disability	Commissioning of works will follow active consultation with the communities of West Berkshire and will activity include work with people with disabilities.	Commissioning Framework document.
Gender	Commissioning of works will follow active consultation with the communities of West Berkshire and will activity include work with people of all genders. Some work may be specific to the needs of single sex groups such as 'girl only' activity or work with Asian Women.	Commissioning Framework document.
Race	Commissioning of works will follow active consultation with the communities of West Berkshire and will activity include work with	Commissioning Framework document.

	people irrespective of race. There may be some works specific to the needs of identified groups such as Asian women.	
Religion/belief	Commissioning of works will follow active consultation with the communities of West Berkshire and will activity include work with people of all genders. Some work may be specific to the needs of single sex groups such as 'girl only' activity or work with Asian Women.	Commissioning Framework document.
Sexual Orientation	Commissioning of works will follow active consultation with the communities of West Berkshire and will activity include work with people of all sexual orientations. Some work may be specific to the issues of LGBT groups.	Commissioning Framework document.
<b>Further comments relating to the item:</b>		
The Commissioning Framework actively seeks to address issues of non participation and barriers to participation. In developing projects, appropriate consultation will be undertaken with a range of community and interest groups across all sectors of the target communities.		

<b>3. Result</b> (please tick by double-clicking on relevant box and click on 'checked')	
<input type="checkbox"/>	<b>High Relevance</b> - This needs to undergo a Stage 2 Equality Impact Assessment
<input type="checkbox"/>	<b>Medium Relevance</b> - This needs to undergo a Stage 2 Equality Impact Assessment
<input type="checkbox"/>	<b>Low Relevance</b> - This needs to undergo a Stage 2 Equality Impact Assessment
<input checked="" type="checkbox"/>	<b>No Relevance</b> - This <b>does not</b> need to undergo a Stage 2 Equality Impact Assessment

**For items requiring a Stage 2 equality impact assessment, begin the planning of this now, referring to the equality impact assessment guidance and Stage 2 template.**

<b>4. Identify next steps as appropriate:</b>	
Stage Two required	N/A
Owner of Stage Two assessment:	
Timescale for Stage Two assessment:	
Stage Two not required:	

**Name:** Jim Sweeting

**Date:** 07/09/2011

## Arts and Leisure Commissioning Framework.

### 1. Introduction

West Berkshire Council recognises that participation in Arts and Leisure activity is an essential element in the quality of life for all residents. However, in ensuring that all residents can have access to opportunities to watch or perform live music, theatre, dance etc; to visit or contribute to exhibitions; to engage in sport and other physical activities; the Council also recognises that this investment can make an explicit contribution to the achievement of some of its wider priorities. Health Improvement: Thriving Town Centres: Ensuring that young people are able to make positive use of their leisure time and so on:

Over the coming years, the Council will continue to support the leisure time interests of West Berkshire residents and visitors to the District. However, it is aware that the operation of some facilities can be more effective when they are undertaken by specialist organisations. Over the last 15 years, the operation of eight leisure centres has been gradually transferred to Parkwood Leisure, one of the most successful leisure management companies in the UK. Parkwood Leisure specialises in the development and operation of leisure facilities on behalf of local authority clients and now operates more than 90 sites across the whole of the UK.

Following the redevelopment of the Corn Exchange into an Arts Venue in 1993, the Corn Exchange (Newbury) Trust was created as an independent charity in the millennium year 2000. This has resulted in a group of local trustees determining the artistic programme, the day to day operational arrangements, and the way in which this facility develops.

There are no plans to change this approach in the medium term but the Council does recognise that there are a number of barriers that prevent some residents from making use of these facilities. These barriers include the rural nature of the District and the resultant transport issues as well as affordability and family / peer support and encouragement in “getting started”.

Traditionally, the Council’s Arts and Leisure Development Team worked to address these barriers by delivering a range of community based programmes that directly delivered programmes of recreational arts or sports based activity to community groups and schools based on interest and opportunity. Increasingly, that team relied upon partnerships with other organisations to deliver projects for local communities. The Council now wants to expand that approach and explore ways in which it could commission other organisations to reach smaller communities not served by major arts and leisure venues, or encourage increased participation in arts and leisure activity from specific groups of residents.

Commissioning is not another way of saying procurement, nor is it a grants programme. Essentially it involves the identification of the best organisation to deliver a specific programme for a specific locality or specific community group, to achieve a specific set of outcomes. The Greater Greenham Project has already adopted this approach in commissioning workers from Bishops Green to deliver youth work on the Nightingales estate.



Whilst the term is used in slightly different ways in various parts of the public sector, common to them all is the idea of a cycle that links the following processes together:

- strategic planning (based on proper assessment of need)
- procurement (including option appraisal)
- performance management. (including the measurement of outcomes and impact).

This new approach will see the Council's Arts & Leisure Service working to commission other organisations to develop outreach work to identified communities and the provision of information and support to individuals and community groups engaged in the arts, sport and physical recreation.

The West Berkshire Council budget for commissioned activity will amount to less than £36,000 but the intention will be to use this as partnership funding to attract support from other agencies and grant giving organisations, and add it to local fundraising in order to obtain maximum impact from a relatively modest investment.

## **2. Commissioning – the guiding strands**

Facilitating local groups and communities through the commissioning process will focus on developing capacity to create growth and increase sustainable cultural programmes in West Berkshire.

The priorities will be guided by identified and agreed priorities and evidenced through existing facility and service usage, social, health, economic data to deliver developing and growing cohesive, co-ordinated and innovative programming which addresses identified and agreed social, economic or quality of life issues and objectives.

### **This will be achieved by:**

Commissioning programmes which facilitate, support or advise community and interest groups in:

- Co-ordination of innovative programming and development for both arts and active leisure to increase participation in arts and active leisure activity, particularly programmes which encourage engagement by non traditional participants.
- Project and event organisation and implementation, especially those which have an economic, health or social impact or legacy for the community or interest group.
- Linking to existing excellence and development programmes with NGB's and area development groups to achieve nationally accredited quality standards.
- Capacity growth through development of high quality arts based and 'excellence in sport' programmes.
- Volunteer development and support.
- Maximising the funding mix available through innovative partnership working.
- Accessing appropriate training to develop the skills base and strengthen the knowledge base within a group or community.

- Support, training and advice in grant applications (inc. Grant Finder; scrutinising funding applications).
- Developing mutual support by establishing appropriate consortia and sharing experience and encouraging joint marketing initiatives to provide a 'whole offer' approach (on-line, new media and print).

#### **4. Assessment & monitoring**

Each commissioned programme will be developed from an understanding of clear identified need and will have:

- clear aims
- realistic outcomes and objectives
- measurable targets
- continual improvement (where applicable to longer term programmes) and accountability agreed with all partners.

Assessment and measurement of performance and success against the agreed targets will be monitored and challenged through the council's performance monitoring framework with regular appraisal by the commissioning project group.

This framework itself and the overarching strategic objectives will be reviewed on an annual basis in line with the WBC planning calendar.

#### **5. The role of WBC**

West Berkshire Council's role will be to facilitate local groups and communities by:

- Working with appropriate partnerships; community; interest and business groups or consortia (including joint Directorate and Local Authority partnering) to commission, co-ordinate, facilitate or support high quality, cross cutting programming and activity using arts and leisure delivery to achieve key outcomes.
- Engaging with local communities and service users to inform service delivery.
- Growing community capacity through robust assessment of need, and appraisal of best options to deliver agreed outcomes.
- Collaborating with, advise and support, guide and mentor organisations and individuals to support economic vitality in the arts and leisure sectors.
- Monitoring and disseminating appropriate performance (outcomes and impact) and other relevant information to support continuous service/sector improvement and innovation.
- Developing or providing information on new opportunities of benefit to the arts & leisure sectors in W Berks.
- Identifying and utilising existing expertise through commissioning organisations and individuals with specific expertise in the appropriate cultural field (Club marked clubs; NGB development groups; high quality proven arts providers).

- Prioritising investment and ensuring that WBC budgets and available funds are matched with additional funding or resources to ensure a maximum return against WBC and other investment in line with value for money principles.
- Ensuring that good governance and contract compliance is observed in all commissioning and that agreed and appropriate procurement, quality and operating standards are adhered to by all parties (inc. risk and equalities assessment as appropriate).

## **6. The commissioning criteria**

In order to support the West Berkshire cultural economy, wherever possible and appropriate, participatory programmes will be commissioned through local voluntary and community based organisations and providers.

The commissioning process will be based on clear evidence and assessment of need or opportunity, shall clearly demonstrate that outcomes will address agreed priorities and objectives; and shall follow good practice and value for money principles in line with appropriate procurement legislation (where such shall apply).

To support and achieve this WBC will develop a 'preferred provider' list of organisations and freelancers through a proven 'gateway' process which will ensure that they have appropriate operating standards and experience to deliver the commissioned works. Two key strands will guide commissioning of Arts & Leisure Development for West Berkshire – facilities and strengthening capacity.

The drive will be to support initiatives which clearly strengthen the cultural capacity and contribute to a high quality local delivery of cultural service and activity.

West Berkshire Council won't deliver these community programmes but will work with partners to:

- get people interested in taking part and carrying on - increasing participation rates; growing capacity and working towards developing sustainable local programmes.
- increase footfall in our town centres
- support the visitor economy through local events and activities

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