

Public Document Pack Individual Decision

The attached reports will be taken as
Individual Portfolio Member Decisions on:

Thursday, 15th April, 2010

Ref:	Title	Portfolio Member(s)	Page No.
ID1777	West Berkshire Council Forward Plan May 2010 to August 2010	Councillor Graham Jones	1 - 16
ID1999	Revision of the Local Development Scheme (LDS) for the Local Development Framework	Councillor Alan Law	17 - 52
ID2022	Completion of Cultural Services Post Inspection Action Plan	Councillor Pamela Bale	53 - 66

Please note that ID1999 has been delayed and will not be considered on 15 April and the report has been removed from this document.



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Agenda Item 1

Individual Executive Member Decision

Title of Report:	West Berkshire Council Forward Plan - May 2010 to August 2010
Report to be considered by:	Individual Executive Member Decision
Date on which Decision is to be taken:	15 April 2010
Forward Plan Ref:	ID1777

Purpose of Report: To advise Members of items to be considered by West Berkshire Council over the next 4 months.

Recommended Action: That the Leader of the Council agrees and where appropriate amends the West Berkshire Council Forward Plan.

Reason for decision to be taken: It is a statutory requirement that a Forward Plan be produced.

Statutory: **Non-Statutory:**
Other:

Other options considered: n/a

Key background documentation: Forward Plan

Portfolio Member Details	
Name & Telephone No.:	Councillor Graham Jones - Tel (01235) 762744
E-mail Address:	gjones@westberks.gov.uk

Contact Officer Details	
Name:	Moira Fraser
Job Title:	Democratic Services Manager
Tel. No.:	01635 519045
E-mail Address:	mfraser@westberks.gov.uk

Implications

Policy:	As set out in the report
Financial:	There are no financial implications for the Council.
Personnel:	None
Legal/Procurement:	None
Environmental:	None
Partnering:	None
Property:	None
Risk Management:	None
Community Safety:	None
Equalities:	None

Consultation Responses

Members:

Leader of Council: Leader of the Council

**Overview & Scrutiny
Management
Commission Chairman:** OSMC Chair

**Select Committee
Chairman:**

Ward Members:

**Opposition
Spokesperson:** Opposition Leader

Local Stakeholders: The West Berkshire Forward Plan will be published the first working day after the Individual Decision is signed.

Officers Consulted: Nick Carter, John Ashworth, Teresa Bell, Margaret Goldie, Group Executives and there had also been widespread consultation with senior managers across the authority on the content of the Forward Plan. Given its rolling nature this consultation will be ongoing.

Trade Union: Not sought.

Is this item subject to call-in.	Yes: <input type="checkbox"/>	No: <input checked="" type="checkbox"/>
<p>If not subject to call-in please put a cross in the appropriate box:</p> <p>The item is due to be referred to Council for final approval <input type="checkbox"/></p> <p>Delays in implementation could have serious financial implications for the Council <input type="checkbox"/></p> <p>Delays in implementation could compromise the Council's position <input type="checkbox"/></p> <p>Considered or reviewed by OSC or associated Task Groups within preceding 6 months <input type="checkbox"/></p> <p>Item is Urgent Key Decision <input checked="" type="checkbox"/></p>		

Supporting Information

1. Background

- 1.1 The Forward Plan attempts to cover all decisions, not just those made by the Executive, which the Authority intends to make over the next 4 months. The Forward Plan, attached as Appendix A, also shows the decision path of each item so far including Council, Executive and Overview and Scrutiny Committee.
- 1.2 As part of the continuing development of the Forward Plan we have now incorporated all Plans and Policies which are required to be approved by the Council under the Constitution. These items have been linked to the appropriate meetings of the Executive and Overview and Scrutiny Committee.

Appendices

Appendix A – West Berkshire Council Forward Plan - May 2010 to August 2010

West Berkshire Council Forward Plan



APPENDIX A

West Berkshire Council Forward Plan – May 2010 to August 2010

Reference	Decision and Purpose	Decision Body	Decision Path	Directorate	Contact & Ext. No.	Lead Member	Part II	Date Report Published	Consultee(s)	Notes	Decision Month
MAY 2010											
	Dispensations for Town and Parish Councils	S	Standards in May?	Chief Executive	Moira Fraser	Leader of the Council					01 May 2010
PC2029	Learning and Development Policy and Procedure	PC	28/05/10 PC	Chief Executive	Katie Penlington	Portfolio Holder for Strategy & Performance		21/05/10			01 May 2010
ID2031	Adoption of Parish Plans <i>To adopt Parish Plans.</i>	ID	01/05/10	Chief Executive	Jo Naylor	Portfolio Holder for Leisure & Culture, Equality, The Visions		TBC			01 May 2010
ID2032	Approval of Village Design Statements <i>To approve Village Design Statements.</i>	ID	01/05/10	Chief Executive	Paula Amorelli	Portfolio Holder for Planning, Housing & Transport Policy		TBC			01 May 2010
ID2094	Newbury Parking Review 2010 <i>To consider the responses received during statutory consultation</i>	ID	01/05/10	Environment	Andrew Garratt	Portfolio Holder for Highways, Transport (Operational) and ICT		TBC	Statutory consultees, general public, Parish Council and Ward Members as part of the statutory consultation and advertisement		01 May 2010

The items included in the Forward Plan were correct at the time of publication. The Forward Plan may, however, change and you are advised to contact Moira Fraser – Tel: 01635 519045 or e-mail: mfraser@westberks.gov.uk to confirm the contents of any agenda before attending a meeting.
Executive decisions may be taken by the Executive acting as a collective body or by officers acting under delegated powers.

KEY:
 ID = Individual Executive Member Decision
 EX = Executive
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West Berkshire Council Forward Plan – May 2010 to August 2010

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ID2095	Speed Limit Review - April 2010 <i>To approve the statutory consultation for altering the speed limit on a number of roads following a meeting of the speed limit task group</i>	ID	01/05/10	Environment	Andrew Garratt	Portfolio Holder for Highways, Transport (Operational) and ICT		TBC	Local Ward Members		01 May 2010
ID2096	Cheap Street, Newbury - Turning Restriction <i>To consider the reponses received during statutory consultation</i>	ID	01/05/10	Environment	Andrew Garratt	Portfolio Holder for Highways, Transport (Operational) and ICT		TBC	Statutory consultees, general public, Parish Council and Ward Members as part of the statutory consultation and advertisement		01 May 2010
ID2035	West Berkshire Forward Plan - June 2010 to September 2010 <i>To advise Members of items to be considered by West Berkshire Council over the next four months.</i>	ID	13/05/10	Chief Executive	Moira Fraser (2045)	Leader of Council		05/05/10		Not subject to call in	01 May 2010
ID2090	West Berkshire Standing Advisory Council on Religious Education <i>To agree to the appointment of Mr. M.A. Harwood as the replacement Church of England representative on Group B</i>	ID	13/05/10	Chief Executive	Jayne Mann	Portfolio Holder for Children and Young People		05/05/10			01 May 2010
ID2092	Appointments to Outside Bodies	ID	27/05/10	Chief Executive	Moira Fraser	Leader of the Council		19/05/10			01 May 2010
ID2093	Representations on Outside Bodies - Royal Berkshire Fire Authority and Thames Valley Police Authority	ID	27/05/10	Chief Executive	Moira Fraser	Leader of the Council		19/05/10			01 May 2010

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EX2005	Waste Management Task Group Amendments to the Terms of Reference <i>To seek approval to amend the terms of reference of the Waste Management Task Group</i>	EX	13/05/10 EX 27/04/10 GA	Environment	Andrew Deacon	Portfolio Holder for Environment & Public Protection		19/04/10	Internal Officers and Members		01 May 2010
EX2026	Greenham Community Centre <i>To outline the current position in relation to Greenham Community Centre both in terms of the physical asset and management and to consider options to improve the overall position. (Paragraph 3 – information relating to the financial/business affairs of a particular person)</i>	EX	13/05/10 EX	Chief Executive	Andy Day	Portfolio Holder for Strategy & Performance	Y	05/05/10	Greenham Common Trust, Appropriate Members, Greenham Community Association Management Committee, Greenham Parish Council and Newbury Town Council		01 May 2010
EX2042	Risk Sharing Matrix for The Priory	EX	13/05/10 EX	Community Services	Tandra Foster	Portfolio Holder for Planning, Housing & Transport Policy		05/05/10			01 May 2010
EX2088	Supporting People - Tenancy Support <i>To outline requirements of and seek agreement to the tender of a Supporting People funded contract for tenancy support service which is currently being delivered through the Council's Housing Operations Team.</i>	EX	13/05/10 EX	Community Services	Tandra Foster	Portfolio Holder for Planning, Housing & Transport Policy		05/05/10			01 May 2010

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Reference	Decision and Purpose	Decision Body	Decision Path	Directorate	Contact & Ext. No.	Lead Member	Part II	Date Report Published	Consultee(s)	Notes	Decision Month
C1963	Sustainable Community Strategy Refresh 2010/11 <i>To present a draft of the refresh of the Sustainable Community Strategy for 2010/11</i>	C	11/05/10 C	Chief Executive	Sam Shepherd	Leader of Council		30/04/10			01 May 2010
C2019	Changing the Terms of Reference for the Personnel Committee <i>To seek approval from full Council to extend the remit of the Personnel Committee to include the approval of new and revised Health and Safety policies and procedures</i>	C	11/05/10 C 27/04/10 GA 26/02/10 PC Verbal	Chief Executive	Jane Milone	Portfolio Holder for Strategy & Performance		20/04/10 GA 30/04/10 C	Personnel Committee		01 May 2010
C1885	Sustainable Community Strategy Report and Update 2010/11 <i>For Council to adopt the Annual Report and Update on the Sustainable Community Strategy.</i>	C	11/05/10 C	Chief Executive	Sam Shepherd	Portfolio Holder for Partnerships, "Cleaner Greener", Safer Stronger Communities		30/04/10			01 May 2010
C1992	Model Protocol for Members Serving on Outside Bodies <i>To agree to the adoption of a protocol for Members representing the Council on Outside Bodies</i>	C	11/05/10 C	Chief Executive	Moira Fraser	Leader of Council		30/04/10			01 May 2010
C2001	Member Development Programme 2010/11 - Refresh <i>To make minor amendments to the agreed programme.</i>	C	11/05/10 C MDG - 25/02/10	Chief Executive	Jo Watt	Leader of Council		30/04/10			01 May 2010
C1880	Election of Chairman for the Municipal Year 2010/11 <i>To elect a Chairman of the Council for the 2010/11 Municipal Year.</i>	C	11/05/10 C	Chief Executive	Moira Fraser	Leader of Council		30/04/10			01 May 2010

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C1881	Appointment of Vice Chairman for the 2010/11 Municipal Year <i>To appoint a Vice Chairman for the 2010/11 Municipal Year.</i>	C	11/05/10 C	Chief Executive	Moira Fraser	Leader of Council		30/04/10			01 May 2010
C1882	Election of Leader and Appointment of the Executive <i>To elect the Executive Leader for the 2010/11 Municipal Year and to receive notification from the Executive Leader on the Members appointed to the Executive.</i>	C	11/05/10 C	Chief Executive	Moira Fraser	Leader of Council		30/04/10			01 May 2010
C1883	Standards Committee <i>To receive a short presentation from the Chairman of the Standards Committee on the Committee's activity during 2009/10.</i>	C	11/05/10 C	Chief Executive	Moira Fraser	Leader of Council		30/04/10			01 May 2010
C1884	Appointment and Allocation of Seats on Committees <i>To consider the appointment of and allocation of seats on Committees and associated bodies for the 2010/11 Municipal Year and to agree the Council's Policy Framework for 2010/11.</i>	C	11/05/10 C	Chief Executive	Moira Fraser	Leader of Council		30/04/10			01 May 2010
JUNE 2010											
ID2033	Adoption of Parish Plans <i>To adopt Parish Plans.</i>	ID	01/06/10	Chief Executive	Jo Naylor	Portfolio Holder for Leisure & Culture, Equality, The Visions		TBC			01 June 2010

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ID2034	Approval of Village Design Statements <i>To approve Village Design Statements.</i>	ID	01/06/10	Chief Executive	Paula Amorelli	Portfolio Holder for Planning, Housing & Transport Policy		TBC			01 June 2010
ID2049	West Berkshire District Council Order Various Roads, Fawley, 30mph speed limit	ID	14/06/10	Environment	Andrew Garratt	Portfolio Holder for Highways, Transport (Operational) & ICT		04/06/10			01 June 2010
ID2050	West Berkshire District Council Order A338, Great Shefford, Chaddleworth and Fawley, 50mph speed limit	ID	14/06/10	Environment	Andrew Garratt	Portfolio Holder for Highways, Transport (Operational) & ICT		04/06/10			01 June 2010
ID2051	West Berkshire District Order Various Roads Ashampstead, 30mph speed limit	ID	14/06/10	Environment	Andrew Garratt	Portfolio Holder for Highways, Transport (Operational) & ICT		04/06/10			01 June 2010
ID2052	West Berkshire District Council Order, Restricted Roads, Purley on Thames	ID	14/06/10	Environment	Andrew Garratt	Portfolio Holder for Highways, Transport (Operational) & ICT		04/06/10			01 June 2010

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ID2053	West Berkshire District Council Order, Station Raod, Kintbury, 40mph speed limit	ID	14/06/10	Environment	Andrew Garratt	Portfolio Holder for Highways, Transport (Operational) & ICT		04/06/10			01 June 2010
ID2054	West Berkshire District Council Order, Various roads Hungerford, 40mph speed limit	ID	14/06/10	Environment	Andrew Garratt	Portfolio Holder for Highways, Transport (Operational) & ICT		04/06/10			01 June 2010
ID2055	West Berkshire District Order Various Roads Wickham 30mph and 40mph speed limit	ID	14/06/10	Environment	Andrew Garratt	Portfolio Holder for Highways, Transport (Operational) & ICT		04/06/10			01 June 2010
ID2036	West Berkshire Forward Plan - July 2010 to October 2010 <i>To advise Members of items to be considered by West Berkshire Council over the next four months.</i>	ID	17/06/10	Chief Executive	Moira Fraser (2045)	Leader of Council		11/06/10		Not subject to call in	01 June 2010
	Flooding Update Report	GSC	08/06/10	Environment	Carolyn Murison	Portfolio Holder for Environment & Public Protection		01/06/10			01 June 2010
GAC1987	Annual Heads of Service Assurance Review	GA	28/06/10 GA	Chief Executive	Ian Priestley	Portfolio Holder for Strategy & Performance		18/06/10			01 June 2010

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GAC1988	Annual Monitoring Officer re Governance Statement	GA	28/06/10 GA	Chief Executive	David Holling	Portfolio Holder for Strategy & Performance		18/06/10			01 June 2010
GAC1989	Annual S151 Officer re Governance Statement	GA	28/06/10 GA	Chief Executive	Andy Walker	Portfolio Holder for Strategy & Performance		18/06/10			01 June 2010
GAC1984	Health and Safety Q4	GA	28/06/10 GA	Chief Executive	Ian Priestley	Portfolio Holder for Strategy & Performance		18/06/10			01 June 2010
GAC1985	Strategic Risk Register	GA	28/06/10 GA	Chief Executive	Ian Priestley	Portfolio Holder for Strategy & Performance		18/06/10			01 June 2010
GAC1986	Internal Audit Annual Report	GA	28/06/10 GA	Chief Executive	Ian Priestley	Portfolio Holder for Strategy & Performance		18/06/10			01 June 2010
GAC1990	Annual Governance Statement	GA	28/06/10 GA	Chief Executive	Ian Priestley	Portfolio Holder for Strategy & Performance		18/06/10			01 June 2010
GAC2015	Financial Statements 2009/10	GA	28/06/10 GA	Chief Executive	Joseph Holmes	Portfolio Holder for Finance and Economic Development		18/06/10			01 June 2010
	KPMG opinion on progress being made with IFRS	GA	28/06/10 GA	Chief Executive	Joseph Holmes	Portfolio Holder for Finance and Economic Development		18/06/10			01 June 2010

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EX2017	Asset Management Plan <i>To seek approval to the West Berkshire Council's Asset Management Plan</i>	EX	17/06/10 EX	Chief Executive	Amanda Dennis	Portfolio Holder for Strategy & Performance		09/06/10	Heads of Service		01 June 2010
EX1834	Annual Employment Report 2009/10 <i>To report on the Council's workforce trends for the year ended 31 March 2010.</i>	EX	17/06/10 EX	Chief Executive	Rob O'Reilly (2358)	Portfolio Holder for Strategy & Performance		09/06/10			01 June 2010
EX1834a	Establishment Report - Q4 <i>To report on changes to the WBC Establishment in Quarter 4 2009/10.</i>	EX	17/06/10 EX	Chief Executive	Rob O'Reilly (2358)	Portfolio Holder for Strategy & Performance		09/06/10			01 June 2010
EX2016	Provisional Outturn Report <i>To update Members on the budget monitoring position.</i>	EX	17/06/10 EX	Chief Executive	Joseph Holmes	Portfolio Holder for Finance & Economic Development		09/06/10			01 June 2010
EX2091	Scrutiny Review of Health Partnership Working <i>To respond to the recommendations of the Overview and Scrutiny Management Commission's scrutiny review of Health Partnership working report</i>	EX	17/06/10 EX	Community Services	Teresa Bell	Portfolio Holder for Community Care		09/06/10			01 June 2010
EX2097	Corn Exchange Service Level Agreement 2010-2014 <i>To outline the proposed content of a new Service Level Agreement for the continued operation of the Corn Exchange Arts Venue</i>	EX	17/06/10 EX	Community Services	David Appleton	Portfolio Holder for Leisure and Culture, Equality and the Visions		09/06/10	Representatives from Arts Council England (South East Office) and the Board of Trustees of the Corn Exchange		01 June 2010

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EX2098	Year End Performance Report 2009/10 <i>To report year end performance against each of the outcomes identified in the 2009/10 Council Plan and any remedial action being taken, where targets are not expected to be met.</i>	EX	17/06/10 EX	Chief Executive	David Cook	Portfolio Holder for Strategy & Performance		09/06/10			01 June 2010
JULY 2010											
ID2037	Adoption of Parish Plans <i>To adopt Parish Plans.</i>	ID	01/07/10	Chief Executive	Jo Naylor	Portfolio Holder for Leisure & Culture, Equality, The Visions		TBC			01 July 2010
ID2038	Approval of Village Design Statements <i>To approve Village Design Statements.</i>	ID	01/07/10	Chief Executive	Paula Amorelli (2233)	Portfolio Holder for Planning, Housing & Transport Policy		TBC			01 July 2010
ID2039	West Berkshire Forward Plan - August 2010 to November 2010 <i>To advise Members of items to be considered by West Berkshire Council over the next four months.</i>	ID	15/07/10	Chief Executive	Moira Fraser (2045)	Leader of Council		08/07/10		Not subject to call in	01 July 2010
EX2009	Fostering Statement of Purpose and Annual Report <i>Statutory requirement to annually review the Fostering Statement of Purpose and to report on the work of the Fostering Service.</i>	EX	22/07/10 EX	Children and Young People	Diane Grist	Portfolio Holder for Children & Young People		15/07/10	Stakeholders, including fostering panel and Children's Services Management Team		01 July 2010

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EX2010	Adoption Statement of Purpose and Annual Report <i>Statutory requirement to annually review the Adoption Statement of Purpose and to report on the work of the Adoption Service.</i>	EX	22/07/10 EX	Children and Young People	Diane Grist	Portfolio Holder for Children & Young People		15/07/10	Adopters and the Children's Services Management Team		01 July 2010
AUGUST 2010											
ID2060	Adoption of Parish Plans <i>To adopt Parish Plans.</i>	ID	01/08/10	Chief Executive	Jo Naylor	Portfolio Holder for Leisure & Culture, Equality, The Visions		TBC			01 August 2010
ID2061	Approval of Village Design Statements <i>To approve Village Design Statements.</i>	ID	01/08/10	Chief Executive	Paula Amorelli (2233)	Portfolio Holder for Planning, Housing & Transport Policy		TBC			01 August 2010
ID2059	West Berkshire Forward Plan - September 2010 to December 2010 <i>To advise Members of items to be considered by West Berkshire Council over the next four months.</i>	ID	12/08/10	Chief Executive	Moira Fraser (2045)	Leader of Council		04/08/10		Not subject to call in.	01 August 2010

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Agenda Item 3

Individual Executive Member Decision

Title of Report:	Completion of Cultural Services Post Inspection Action Plan
Report to be considered by:	Individual Executive Member Decision
Date on which Decision is to be taken:	15 th April 2010
Forward Plan Ref:	ID2022

Purpose of Report: To confirm that the actions contained in the Cultural Services Post Inspection Action Plan have been completed and that further improvement work will now be contained within annual service plans.

Recommended Action: This report identifies the progress made in completing the planned actions following the inspection of Cultural Services by the Audit Commission in June 2008. The report recommends that West Berkshire Council determines that the Action Plan has now been completed and that further improvement activity should be planned within the business as usual text of the annual service and team plans.

Reason for decision to be taken: To finalise the recommendations of the Audit Commission Report on their inspection of West Berkshire Council's Cultural Services.

Statutory: **Non-Statutory:**
Other:

Other options considered:

Key background documentation: Audit Commission Inspection Report
 Post Inspection Action Plan

Portfolio Member Details	
Name & Telephone No.:	Councillor Pamela Bale - Tel (0118) 9842980
E-mail Address:	pbale@westberks.gov.uk

Contact Officer Details	
Name:	David Appleton
Job Title:	Head of Cultural Services
Tel. No.:	01635 519578
E-mail Address:	dappleton@westberks.gov.uk

Implications

Policy:	The Council's vision for culture setting out clear aims and objectives for the service was approved by Executive on 16 th July 2009. The Plan clarifies culture's contribution to the Sustainable Community Strategy and the Council Plan.
Financial:	There are no financial implications that are not already contained within approved budgets.
Personnel:	None
Legal/Procurement:	None
Environmental:	None
Partnering:	None
Property:	None
Risk Management:	The completion of the Post Inspection Action Plan removes the risk of failure to respond to the recommendations of the Audit Commission resulting in poor future assessments.
Community Safety:	None
Equalities:	A number of the aims refer to work that has been undertaken to improve customer profiling. The outcomes of these actions has significantly improved the ability of the service to demonstrate equitable access to all.

Consultation Responses

Members:	
Leader of Council:	Cllr Graham Jones – no comments received to date.
Overview & Scrutiny Management Commission Chairman:	Cllr Brian Bedwell – no comments received to date.
Select Committee Chairman:	Stronger Communities, Cllr Irene Neil is "happy for it to go forward as is. "
Ward Members:	N/A
Opposition Spokesperson:	Cllr Owen Jeffrey – no comments received to date.
Local Stakeholders:	None
Officers Consulted:	Arts & Leisure Manager Adrian Jones; Heritage & Tourism Manager Amanda Loaring; Library Services Manager Christine Owen; Head of ICT Kevin Griffin, Performance Research & Consultation Manager Jason Teal
Trade Union:	N/A

NOTE: The section below does not need to be completed if your report will not progress beyond Corporate or Management Board.

Is this item subject to call-in.	Yes: <input checked="" type="checkbox"/>	No: <input type="checkbox"/>
<p>If not subject to call-in please put a cross in the appropriate box:</p> <p>The item is due to be referred to Council for final approval <input type="checkbox"/></p> <p>Delays in implementation could have serious financial implications for the Council <input type="checkbox"/></p> <p>Delays in implementation could compromise the Council's position <input type="checkbox"/></p> <p>Considered or reviewed by OSC or associated Task Groups within preceding 6 months <input type="checkbox"/></p> <p>Item is Urgent Key Decision <input type="checkbox"/></p>		

Supporting Information

Background

1. Introduction

- 1.1 All of the Council's Cultural Services were inspected by the Audit Commission during the first week of March 2008. In addition to a detailed self assessment and supporting documents that had been provided earlier in the year, further evidence of performance was provided through a series of interviews and focus groups held throughout the week. For the purposes of the inspection the Audit Commission looked at Libraries, Leisure Centres, the Museum, Tourist Information Services, Parks and other areas of Open Space, the Historic Environment and Children's Play Areas. These services are spread across the Council's Community Services and Environment directorates.
- 1.2 The Inspection Report suggested that the service delivery is good and improving. However, the Audit Commission made 3 significant recommendations for further improvement. These are:

Recommendation 1

Engage better with all residents in order to:

- Better understand their needs.
- Provide appropriate cultural services to meet these needs, including those from harder to reach groups.
- Identify and remove barriers to access.
- Increase all residents' awareness of and participation in the cultural offer in West Berkshire.

Recommendation 2

Clarify the Council's vision for culture and:

- Ensure strategic leadership, support and resources for the vision.
- Set out clear aims and objectives for culture.
- Be clear about culture's contribution to community and Council aims and priorities.
- Adopt delivery plans integrated into the Council's performance management system.

Recommendation 3

Improve performance management in cultural services by:

- Developing SMART outcomes and targets for the service to achieve its aims and objectives.
- Improving the quality of performance data by identifying and collecting indicators and data sets that show how well the service is meeting its aims, objectives, milestones and targets.
- Monitoring the indicators and reporting them using the Council's performance management system.
- Accurately measuring, controlling and managing costs.

2. Action Plan

- 2.1 In responding to these proposals the Executive approved a 16 point action plan. Progress against that action plan has now proceeded to the point where the actions have been completed or superseded by fresh initiatives. Work to establish and implement new systems and procedures that will result in future service delivery and performance management complying with the recommendations is now complete. All of the actions now form part of day to day delivery and are not in themselves a separate project. All future service improvement performance targets and performance management will form part of the annual service plan.

3. Conclusion

- 3.1 The completion of the actions set out in the Post Inspection Action Plan has resulted in a better understanding of the leisure time needs of West Berkshire residents and the barriers to participation. The agreed Cultural Plan 2010-2015 sets out the aims and objectives for the Council's Cultural Services and the way in which performance against these aims is measured. The way in which each action contained in the plan has been addressed is set out in Appendix A.

Appendices

Appendix A – Record of completion of the Post Inspection Action Plan

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West Berkshire Council

Cultural Services

Record of Completion of the Post Inspection Action Plan

The Audit Commission published a Service Inspection Report for West Berkshire Council's Cultural Services in June 2008. In responding to the recommendations of that report, a Post Inspection Action Plan was considered by the Overview and Scrutiny Commission on 22nd July 2008, and recommended to the Council's Executive for approval on 21st August 2008. Progress against each action was reported to the Overview and Scrutiny Commission on 23rd March, 2009.

The contents of this document record the activity undertaken to complete each of the agreed actions.

	Action not completed
	Action not yet complete or superseded.
	Action completed

Follow on actions in blue.

Progress Report on West Berkshire Council Cultural Services Post Inspection Action Plan

<p>Recommendation 1. (By November 2008)</p>	<p>Engage better with all residents in order to:</p> <ul style="list-style-type: none"> • Better understand their needs. • Provide appropriate cultural services to meet these needs, including those from harder to reach groups. • Identify and remove barriers to access. • Increase all residents' awareness of and participation in the cultural offer in West Berkshire. 		
Objective	Planned Actions	Expected Outcomes	Position at 1 st March 2010
<p>1. Understand the needs of ALL users and non-users</p>	<p>Develop detailed user profiles for all cultural sector facilities and services.</p> <p>Plan and implement a statistically significant residents consultation exercise to establish reasons for non engagement and identify unmet needs.</p>	<p>West Berkshire Councillors and Officers are able to compare the cultural services user profile with the population profile for the whole of the District.</p> <p>Barriers to participation are identified and residents are able to highlight any specific cultural needs that are not being addressed at the moment.</p>	<p>A detailed questionnaire was distributed to 3,600 homes throughout West Berkshire in Mid January. 1,531 completed questionnaires were received by the end of the consultation.</p> <p>Analysis completed and published on the WBC Consultation Finder web site in June 2009. The results helped to shape the WBC 2010 – 2015 Cultural Plan that was approved by Executive on 16th July 2009.</p> <p>Further consultation work with specific groups and communities now forms part of the annual service plan.</p>
<p>2. Improve physical access in those facilities where it is poor.</p>	<p>Review all access audits and identify outstanding requirements.</p> <p>Prioritise outstanding works having regard to the 5 year capital programme.</p>	<p>Residents with restricted mobility or other impairment are not unreasonably prevented from participating in cultural activity because of the design and layout of the facility.</p>	<p>Physical access self assessment tool completed for WBC cultural venues. Disability Scrutiny Board consulted during this process comments incorporated into self assessment tool. Works identified to improve access being prioritised by WBC Access Officer and project lead. Consultants appointed to complete access audits in 2010.</p>
<p>3. Expand opening hours in those facilities where they are limited.</p>	<p>Review existing opening hours and analyse customer flow. Consult with residents on their preferences for opening hours. Plan and implement revised opening hours if appropriate.</p>	<p>Opening hours of facilities match the expectations of users.</p>	<p>Survey highlighted the importance of Sundays in the leisure calendar of many residents. Linked to the safety closure parts of the museum, customer flow monitoring also highlighted low visitor numbers during the winter months. Winter closure of museum implemented from October 2009. Sunday opening pilot schemes being developed for spring 2010.</p>

Progress Report on West Berkshire Council Cultural Services Post Inspection Action Plan

<p>Recommendation 1. [Continued]</p> <p>(By November 2008)</p>	<p>Engage better with all residents in order to:</p> <ul style="list-style-type: none"> • Better understand their needs. • Provide appropriate cultural services to meet these needs, including those from harder to reach groups. • Identify and remove barriers to access. • Increase all residents' awareness of and participation in the cultural offer in West Berkshire. 		
Objective	Planned Actions	Expected Outcomes	Position at end December 2009
<p>4 A systematic approach to diversity is embedded in all service delivery.</p>	<p>Diversity training provided and implemented for all staff and managers. Equalities Impact Assessments undertaken and used to inform service planning.</p>	<p>Diversity issues are understood by managers and staff and can be evidenced by customer feedback.</p>	<p>Additional Equality and Diversity Training commissioned specifically for cultural services staff and managers and completed in March 2009.</p>
<p>5 Measure the take up of services by place of residence, age, gender, ethnicity, disability, economic status.</p>	<p>Introduce Resident's Leisure Card and upgraded library management system to capture data about participation patterns of individuals.</p>	<p>Access to continually updated user profiles allowing targets to be set for specific groups.</p>	<p>The West Berkshire Card launched on 1st April 2009. At end of quarter 3 total numbers of West Berkshire Cards more than 25,000 cards are in use. First test data cuts now received by WBC. Procurement of reporting tool completed. Analysis of 2009/2010 data expected in April 2010.</p>
<p>6 Increase participation in the cultural offer.</p>	<p>Use the results of user and non-user surveys to target specific initiatives at low participant populations.</p>	<p>Increased participation in cultural activity.</p>	<p>Events and programmes that specifically aim to increase participation are included in the annual service plan.</p>
<p>7 Increase public awareness of cultural services.</p>	<p>Develop and implement a communication plans to ensure that the vibrancy of the West Berkshire Cultural Offer is communicated in an accessible way to all residents. This will Include appropriate marketing plans. Arts and Leisure, Heritage and Tourism, Libraries, Parks and Countryside.</p>	<p>The majority of West Berkshire residents feel that they are well informed about opportunities for participation in cultural activity.</p>	<p>A number of council wide initiatives have emerged with which this work strand needs to be co-ordinated. The "Access for All" project as part of the Putting People First Transformation Programme in Adult Social Care. The rewrite of the Corporate Communications Strategy and the redevelopment of the Council's web site will all contribute to a service specific solution.</p>

Progress Report on West Berkshire Council Cultural Services Post Inspection Action Plan

<p>Recommendation 2. (By November 2008)</p>	<p>Clarify the Council's vision for culture and:</p> <ul style="list-style-type: none"> • Ensure strategic leadership, support and resources for the vision. • Set out clear aims and objectives for culture. • Be clear about culture's contribution to community and Council aims and priorities. • Adopt delivery plans integrated into the Council's performance management system. 		
Objective	Planned Actions	Expected Outcomes	Position at end December 2009
<p>8 Overarching aims for culture are clearly stated and adopted by WBC.</p>	<p>Revise the draft cultural strategy to reflect the adopted version of "A Breath of Fresh Air".</p> <p>Carry out public consultation on the content of the draft strategy and consider revisions as appropriate.</p> <p>Produce and publish, in a variety of formats, an adopted version of the West Berkshire Cultural Strategy "The Time of our Lives"</p>	<p>Councillors, managers, staff, residents, partners and other stakeholders are clear about what the service is trying to achieve, why it is trying to achieve these things, and what it will do to achieve them.</p>	<p>The WBC Cultural Plan 2010 – 2015 was approved by Executive on 16th July 2009.</p> <p>Plan is now published in hard copy and on-line.</p> <p>Copies to be drawn to the attention of all partner and sector specific organisations.</p> <p><i>All under-pining plans and strategies to be refreshed in 2010.</i></p>
<p>9 Council Plan and Community Strategy provide a visible focus on Culture.</p>	<p>Review current versions of Council Plan and Community Plan to ensure that the role for culture is expressly stated.</p>		<p>Specific Targets for Cultural Services approved by Council as part of the 2010 Council Plan Refresh.</p>
<p>10 Increase strategic capacity to improve.</p>	<p>Ensure explicit and coherent link across all corporate planning documents from SCS to team and individual work plans (golden thread)</p>		<p>Copy of Cultural Plan sent to all members of staff within cultural services as the foundation for service and team plans. These will then be reflected in appraisal targets for individuals.</p>

Progress Report on West Berkshire Council Cultural Services Post Inspection Action Plan

<p>Recommendation 3. (By March 2009)</p>	<p>Improve performance management in cultural services by:</p> <ul style="list-style-type: none"> 4 Developing SMART outcomes and targets for the service to achieve its aims and objectives. 5 Improving the quality of performance data by identifying and collecting indicators and data sets that show how well the service is meeting its aims, objectives, milestones and targets. 6 Monitoring the indicators and reporting them using the Council's performance management system. 7 Accurately measuring, controlling and managing costs. 		
Objective	Planned Actions	Expected Outcomes	Position at end December 2009
<p>11 A strong performance management framework is embedded in service plans.</p>	<p>Replace the current level one cultural indicators for the Council's Performance Management Framework with new indicators that link to the aims and objectives of the cultural strategy and the priorities of the council plan.</p>	<p>Improved monitoring of the performance of the Council's cultural services and more informed and timely management actions to address concerns.</p>	<p>Performance indicators approved as part of the Cultural Plan. .</p>
<p>12 Target setting is consistent across all cultural sectors.</p>	<p>Set targets for each cultural sector in a cross service forum so that those whose target setting is seen as well developed share their good practise.</p> <p>Seek the assistance of an external "critical friend" to review all team targets for consistency.</p>	<p>Targets for improved performance are SMART and challenging. Meeting or exceeding targets drives improved performance.</p>	<p>Targets for 2010/11 to be included in annual service plan for approval during quarter 1.</p>

Progress Report on West Berkshire Council Cultural Services Post Inspection Action Plan

<p>Recommendation 3. [continued]</p> <p>(By March 2009)</p>	<p>Improve performance management in cultural services by:</p> <ul style="list-style-type: none"> • Developing SMART outcomes and targets for the service to achieve its aims and objectives. • Improving the quality of performance data by identifying and collecting indicators and data sets that show how well the service is meeting its aims, objectives, milestones and targets. • Monitoring the indicators and reporting them using the Council's performance management system. • Accurately measuring, controlling and managing costs. 		
Objective	Planned Actions	Expected Outcomes	Position at end December 2009
<p>13 Measure the outcomes of service activity.</p>	<p>Identify a range of performance indicators that measure the outcome / impact of cultural services activity on the Council's strategic priorities.</p> <p>Review and clarify internal governance arrangements for performance activity at all levels.</p>	<p>The cultural contribution to the Council's strategic aims and priorities is clear. Activity is measured and monitored and informs managements actions</p>	<p>Range of PI's included in full report to Executive recommending the Cultural Plan.</p> <p>Annual report on West Berkshire Council Cultural Services to be published in spring 2010, covering the 2009/10 financial year. Contents will include both quantitative data and impact assessment case studies.</p>
<p>14 Robust, high quality data is available to assess progress against targets.</p>	<p>Introduce new management information systems for libraries and leisure centres.</p> <p>Seek external verification of data by use of the National Benchmark Service and an expanded subscription to CIPFA's on-line Technical Information Service.</p>	<p>Reliable and comprehensive management information is used to inform planning. Management actions are based on data that is verified by external audit.</p>	<p>Spydus Library Management System now fully functional. Monthly and quarterly monitoring reports on performance portal.</p> <p>Gladstone Leisure Management System installed by Parkwood Leisure. First test data sets received. ICT evaluating reporting tool.</p> <p>National Benchmarking Service completed first years data collection and analysis. Parkwood preparing action plans that respond to findings.</p> <p>Customer profile to be included in Annual Report.</p>

Progress Report on West Berkshire Council Cultural Services Post Inspection Action Plan

<p>Recommendation 3. [continued]</p> <p>(By March 2009)</p>	<p>Improve performance management in cultural services by:</p> <ul style="list-style-type: none"> • Developing SMART outcomes and targets for the service to achieve its aims and objectives. • Improving the quality of performance data by identifying and collecting indicators and data sets that show how well the service is meeting its aims, objectives, milestones and targets. • Monitoring the indicators and reporting them using the Council's performance management system. • Accurately measuring, controlling and managing costs. 		
Objective	Planned Actions	Expected Outcomes	Position at end December 2009
<p>15 Performance indicators are improving and evidence improved service outcomes.</p>	<p>Plan and implement initiatives that lead to increased participation and engagement in cultural activity.</p>	<p>Increased participation and engagement in cultural activity as measured by NI8, NI9, NI10, and NI11 from the single set of national indicators.</p>	<p>Performance against NI8 and NI9 has not improved over 2009/10 but activity levels at libraries and leisure centres has increased.</p> <p>Programmes to increase participation embedded in service plans.</p>
<p>16 All service areas provide good value for money.</p>	<p>Analyse benchmark data to understand differences between WBC and authorities showing low cost but high quality services.</p> <p>Plan and implement an efficiency programme to achieve a good value for money comparison.</p>	<p>All West Berkshire Council Cultural Services are positioned in the high quality / low cost segment when mapped against comparator authorities.</p>	<p>Benchmark data for Libraries has been analysed and considered by the Corporate VFM group. Savings of £80k identified and included in budget approved for 2010-11 by Council on 4th March 2010.</p>

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