



Office of the
Deputy Prime Minister

Creating sustainable communities



*Excellence in
Local Government*

APPLICATION BROCHURE 2005

HOW TO APPLY

Contents

Regional Briefings	03	Part 1: About the scheme	09	Part 2: Benefits of Applying	11	Part 3: How to Apply	13
Foreword	05						
Introduction	07						
Part 4: The Assessment Process	15	Part 5: Themes	17	Part 5: Themes		Part 6: Dissemination of good practice	38
		Culture and Sport for Hard to Reach Groups	18	Positive Youth Engagement (in the Community and Democratic Process)	28		
		Delivery of Quality Services through Procurement	20	Road Safety	30		
		Early Intervention (Children at Risk)	22	Transforming the Delivery of Services Through Partnerships	32		
		Improving Housing Services by Involving Tenants	24	Valuing People	34		
		Improving Rural Services: Empowering Communities	26	Waste and Recycling	36		
Part 7: Application Support	40	Annex A: Membership of the Advisory Panel on Beacons Council 2005	41	Annex B: Submitting an Application Checklist	42	Annex C: Completing the Application Form	43
Annex D: Round 7 Application Process Timeline (insert)							

Regional Briefings

This brochure sets out details of the Round 7 Beacon themes and of the application and assessment process.

If you would like to attend a Regional Briefing to hear more about the scheme; to hear from a Beacon on what it is like to hold Beacon Status and to hear tips on how to complete a successful application, then you can book on one of the following 2 hours regional briefings:

(see overleaf for briefing dates, times and venues).

Regional Briefings

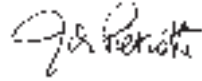
Venues

Date / Time / Region	Venue	To Book a Free Place
Tuesday 12 July 10.00 – 12.00 Yorkshire & the Humber	Albert Room Leeds Town Hall The Headrow Leeds LS1 3AD	Via e-mail to: beacons@idea.gov.uk or contact Tracy Lincoln, IDeA on 020 7296 6587
Thursday 14 July 09.30 Registration 10.00 – 12.00 Briefing North West	Novatel Manchester West Worsley Brow, Worsley Manchester M28 2YA	Via e-mail to: beacons@idea.gov.uk or contact Tracy Lincoln, IDeA on 020 7296 6587
Friday 15 July 10.30 – 12.30 South East	South East Regional Employers' Organisation New Frith House 21 Hyde Street, Winchester Hampshire, SO23 7DR	Via e-booking form on the South East Regional Employers' Organisation website www.seemp.co.uk and click on the Events Calendar
Friday 15 July 10.30 – 12.30 South West	Taunton Rugby Club Hyde Park, Hyde Lane Bathpool, Taunton Somerset, TA2 8BU	Via e-mail to: lesley.harrison@ southwest-ra.gov.uk or contact Lesley Harrison, South West Regional Assembly on 01823 425 210
Tuesday 19 July 14.30 – 16.30 London	IDeA Layden House 76-86 Turnmill Street London EC1M 5LG	Via e-mail to: beacons@idea.gov.uk or contact Roya Kolivand, IDeA on 020 7296 6550
Tuesday 19 July 10.30 – 12.30 East Midlands	Council Chamber Melton Borough Council Council Offices, Nottingham Road, Melton Mowbray, Leicestershire LE13 0UL	Via e-mail to: beacons@idea.gov.uk or contact Jenny Rhoden, IDeA on 020 7296 6662
Wednesday 20 July 10.30 – 12.30 North East	Council Chamber County Hall Durham DH1 5UB	Via e-mail to: beacons@idea.gov.uk or contact Tracy Lincoln, IDeA on 020 7296 6587
Thursday 21 July 10.30 – 12.30 East of England	Council Chambers St Edmundsbury Borough Council Angel Hill, Bury St Edmunds, Suffolk IP33 1XB	Via e-mail to: sue.houlder@eera.gov.uk or contact Sue Houlder, East of England Regional Assembly on 01284 729 421, by fax on 01284 729429
Monday 25 July 10.30 – 12.30 West Midlands	Training Rooms West Midlands LGA Regional Partnership Centre Albert House, Quay Place, Edward Street, Birmingham, B1 2RA	Via e-mail to: beacons@idea.gov.uk or contact Jenny Rhoden, IDeA 020 7296 6662

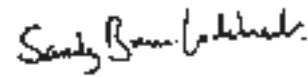
When e-mailing beacons@idea.gov.uk, please state clearly in the subject line Regional Briefing and the Region Name.

Foreword

By John Prescott,



Sir Sandy Bruce-Lockhart,



and Ian Swithenbank CBE



Over the last 6 years, the Beacon Scheme has recognised the outstanding contribution of local authorities and their staff to improving public services and the quality of life of millions of people.

The Beacon Scheme recognises excellent services. It raises the morale of staff and helps recruitment and retention. It enhances the status of the award winners, both nationally and within their own communities. And it provides opportunities to influence the development of policy and to pilot new initiatives.

The latest round of the Beacon Scheme will again acknowledge excellence in achievement by the very best in local government.

But this year the scheme has become even more attractive, thanks to a number of changes which will be made during this Beacon round, following a recent review by the Advisory Panel on Beacon Councils.

These changes include an increased emphasis on how the Government can work with, and learn from, the Beacons. Increased emphasis is to be placed on ensuring that authorities that receive the award will have shown that they are prepared to share their learning with others. There is also more emphasis on supporting local authorities so they can learn from the Beacons. This means that authorities who receive the award will have shown that they are prepared to share their learning with others.

If your authority excels in one of this round's themes and you want to continue improving, we hope you will apply for Beacon status. It will recognise and reward the commitment of your staff, the strength of your partnerships, and the quality of service you offer to everyone in your community.



John Prescott



Sir Sandy Bruce-Lockhart



Ian Swithenbank CBE

Introduction

The Beacon Scheme is as popular as ever. Last year, 210 applications for Beacon status were submitted by authorities that felt that they excelled in a specific theme. This brings the total number of applications to more than 1,200 over the first six rounds of the Scheme.

This Application Brochure explains how to apply for Beacon Status in one or more of the Themes.

Parts 1 and 2 provide an overview of the Beacon Scheme and highlight the benefits of becoming a Beacon. Part 1 also highlights the changes to the Scheme following the review undertaken by the Panel.

Parts 3, 4 and 5 provide details of the application process, the assessment process and of theme criteria; and

Part 6 highlights what is expected from authorities after they have been awarded Beacon status.

Part 7 signposts information that will support you in applying for Beacon Status. This includes completed application forms from previous years, together with tips from authorities that have applied in previous years.

The pullout diagram at the back of the brochure provides an overview of the key dates and processes that form the Beacon application and assessment process.

Authorities are now invited to apply for Beacon Status in any of the following ten Round 7 Beacon Themes.

- Culture and Sport for Hard to Reach Groups.
- Delivery of Quality Services through Procurement.
- Early Intervention (Children at Risk).
- Improving Housing Services by Involving Tenants.
- Improving Rural Services: Empowering Communities.
- Positive Youth Engagement (in the Community and Democratic Process).
- Road Safety.
- Transforming the Delivery of Services Through Partnerships.
- Valuing People.
- Waste and Recycling.

About the Beacon Scheme

PART 1

The Beacon Scheme highlights the achievements and the ingredients of success of authorities that have delivered excellent services within a particular theme. It does this with the intention of helping others to improve.

The Scheme was established in 1999 as an integral part of the Government's wider modernisation agenda for local government. Each year Ministers select themes under which Best Value authorities can apply for Beacon Status. Themes are chosen in areas where there is need and potential for improving services that make a real difference to the quality of life for individuals and communities.

Beacon awards are made by Ministers following a rigorous application and selection process, overseen by the independent Advisory Panel on Beacon Councils on the advice of theme specialists, theme leads drawn from relevant government departments and the Improvement and Development Agency (IDeA).

Once the awards are made, Beacons are expected to share their experience and expertise with other authorities. Beacons work with the IDeA and with each other to develop a co-ordinated programme of theme-specific learning events and peer support activities.

Independent research highlights the success of the Scheme in supporting service improvement. Every English local authority has attended at least one of the many learning activities in the first six rounds of the Scheme, and in 2004, research conducted by Warwick Business School found that 79% of those attending events instigated improvements as a result of their participation.

continued...

PART 1

Seeking to build upon the continued success of the Scheme, the Panel were recently commissioned to review the Scheme to ensure that it is fulfilling its full potential. The Panel's Recommendations, together with the Government response have been published* along side this brochure. Changes that will be made to the Scheme in Round 7 following the review are as follows:

- The name of the Scheme has been changed from the Beacon Council Scheme to the Beacon Scheme to reflect the full range of authorities that can apply.
- The theme selection criteria have been updated – the new 6 point model is:
 - Outcomes (the tangible differences that have been achieved for your community).
 - Leadership: Vision and Strategy (what you are trying to achieve and the political leadership and strategic management that drives this agenda).
 - Community and Customer Engagement (how you engaged your service users and wider community).
 - Actions (what initiatives or steps have you taken to deliver your vision).
 - Partnerships (who you work with to deliver excellent services and what makes these partnerships work).
 - Equality and Diversity (how you routinely consider equality of access to services, the various needs of different communities and develop strategies to address diverse views).

In addition, the Panel will be looking for evidence that services are user focused; ensuring services are designed, delivered and joined up around the needs and preferences of users. The Panel will also be looking for evidence that services deliver value for money and that authorities actively seek opportunities to make efficiency gains, and that they deliver better public services in more efficient ways.

- There is an increased emphasis on assessment of dissemination ability; this will mean that applicants now need to provide a short case study to bring their application to life; and applicants will be asked about their authority's dissemination track record and wider experience of sharing their best practice.
- There will be greater recognition for the role partners play in delivering an excellent service. Beacons can, at their discretion, provide their partners with a Beacon Partner logo.
- The role that Government departments play in the Scheme will be strengthened, in particular their involvement in dissemination activities and the involvement of Beacons in policy development.
- The remit of the Panel will be extended to enable them to provide advice on dissemination as well as promotion and marketing of the Scheme.

In addition further changes will be made to the Scheme from Round 8 onwards including:

- Extending the application and assessment timetable to make the Scheme more user friendly.
- Linking some themes explicitly to shared priorities.

***More details about the Panel's recommendations and the Government response can be found at www.odpm.gov.uk/beaconcouncils**

Benefits of Applying

PART 2

The Beacon Scheme was established to support the whole of local government in learning from Beacons. The Scheme also brings significant benefits to the Beacons themselves. Applying authorities have said:

“

‘The [Beacon] application process itself was a positive experience that provided the organisation with a focus and brought together teams across the organisation in a cohesive manner.’

A London Borough.

‘The Scheme... provides a good internal discipline for reviewing areas of activity and ensuring that both the corporate and strategic aims of the authority and user satisfaction and opinion are driving service delivery...’

”

A County Council.

continued...

PART 2

Benefits of being awarded Beacon status:

Previous Beacon authorities have said:

‘Together with our Beacon events to share knowledge and best practice with authorities across the country, a two-way exchange of learning and information was created which also enabled us to achieve further improvement in our own service.’

A Round 5 Beacon.

‘[Beacon status] has contributed to the raising of staff morale, boosted the profile of services and made a significant contribution towards [the authority’s] reputation as a strong local authority.’

A London Borough.

‘As a small District Council, we would not normally have the capacity to be heavily involved in the formation of national policy – but we felt through the Beacon Network we have been better able to articulate our views.’

A District Council.

‘Within [our] theme we have been lucky to have had involvement from the start from the ODPM capacity building team, even to the extent of them contributing funding and work towards projects implemented by the four Beacons.’

A County Council.

Feedback from Beacons, captured through Warwick Business School’s research, has highlighted numerous ways that being a Beacon can benefit an authority. Being a Beacon can:

- Boost morale of staff from within the authority.
- Enhance recruitment and retention of staff within the service.
- Enables them to learn from others as well as others learning from the Beacons.
- Raise the reputation and profile of the Beacon both locally and nationally.
- Provide the Beacon with a voice in influencing national policy.
- Provide opportunities for the Beacons to pilot new initiatives.
- Provide Beacons with access to additional funding.

Beacon Award Payments

Successful Beacons will share £3 million which has been set aside for award payments.

How to Apply

PART 3

What to send	How to send it	Deadline
Intention to apply	Via e-mail to: beacon.application@idea.gov.uk	5pm Thu 18th Aug 05
Application form	Via e-mail to: beacon.application@idea.gov.uk	Midday Mon 5th Sep 05

The pullout diagram at the back of this brochure (Annex D) provides an overview of the Beacon application and assessment processes and timescales.

Intention to Apply Form – Guidelines

If your authority decides to apply for Beacon status, you should complete the 'Intention to Apply' form which can be obtained from the IDeA website at www.idea.gov.uk/beacons. This form should be e-mailed to beacon.application@idea.gov.uk by 5pm on Thursday 18th August 2005. This is to provide the Advisory Panel on Beacon Councils with an indication of the number of authorities intending to apply within each theme. It is not compulsory to submit an Intention to Apply form, but it would greatly assist us in planning the smooth running of the process.

The e-mail title should be the name of the authority followed by the government office region and the theme under which you are applying, for example "Shininglight DC, GOSW, Road Safety". There is no need to insert any text in the message box.

Please do not submit any other information with the Intention to Apply Form.

Multiple applications by one authority

Applicants should submit a separate form for each theme under which they intend to apply, and these should be e-mailed separately.

Joint applications by more than one authority

Joint applicants should submit a single form, under the name of a lead authority but listing the partner authorities in the joint application. A single contact at the lead authority should be nominated, and the name of this contact's authority should be used in the e-mail title.

Application Form – Guidelines

Authorities can only apply for Beacon status by completing the standard Beacon application form, which can be obtained from the IDeA's website at www.idea.gov.uk/beacons. Any application not submitted on the standard form will be rejected.

Once completed, this form should be e-mailed to beacon.application@idea.gov.uk by midday on Monday 5th September 2005.

The Application Form contains four parts:

Part 1 – Contact details, indication of confidential material, and statistical information.

Part 2 – Theme specific criteria.

Part 3 – Case study.

Part 4 – Dissemination questions.

continued...

PART 3

The Application Form is the key text used by the Advisory Panel and Government when drawing up the short-list of authorities within each Beacon Theme.

When submitting the form, authorities should ensure that:

- The application form when printed must not exceed 15 A4 sides in Arial 12 point.
- Authorities should complete the form with **text only**. Simple tables may be used if necessary for illustration, but applicants should not include any other graphics.
- Applications are written in plain English.
- The form must be submitted as a single Word document attached to an email.
- The title of the document should include the name of the authority and the theme under which the application is being made, or some clear abbreviation if necessary.
- The e-mail title should be the name of the authority, followed by government office region, and the theme under which the application is being made. For example: "Shininglight DC, GOSW, Road Safety." There is no need to enter any text in the message box.
- Do not include any annexes with the Application Form (for exceptions, see General Performance section below). Should your application be short-listed, you may be asked to provide certain specified documents, but you should not attach any additional materials to your application.

General Performance Information

To be selected as a Beacon, authorities must excel within the theme for which they are applying. In addition to this requirement, they are assessed on their general performance as a whole.

Authorities that are judged as 'poor' within Comprehensive Performance Assessment are not eligible to apply for Beacon Status. Likewise, authorities that receive a 'poor' rating in a CPA refresh during the course of the application and assessment process will be required to withdraw their application. Only those authorities with a weak or above rating in CPA will be considered for Beacon Status.

To ensure the necessary information for the general performance assessment, authorities **not** subject to CPA must:

- Provide a copy of their most recent Best Value Performance Plan (BVPP) and the Audit Report on the plan when submitting their application.

The Panel will look for evidence of a positive approach to managing and improving performance, with clear plans for performance improvement and well thought-out review programmes. The clarity of BVPPs will also be taken into account.

- Provide a copy of their most recent District Audit Management Letter;

Best value authorities should include in their application a copy of their most recent District Audit Management Letter, which comments on management arrangements. If the letter suggests that there are significant problems, the authority should include a note explaining how it has addressed those problems.

Multiple applications by one authority

Authorities may be involved in up to **three** applications on an individual or joint basis. However, authorities should not submit both joint and individual applications for the same theme.

A completely separate application must be submitted for each theme under which the authority wishes to apply.

Many applications will involve partnership with non-authority public, voluntary or private sector bodies. In such cases, Beacon status will be awarded to the authorities only. However a partner logo is available for partners, at the discretion of Beacon authorities, in recognition of the contribution that they make to service delivery.

Joint applications by more than one authority

For joint applications each part should be drafted jointly.

The Assessment Process

PART 4

The pullout diagram at the back of this brochure (Annex D) provides an overview of the Beacon application and assessment processes.

Once you have submitted your application, the process of assessing it begins. The list below highlights key dates within the Assessment Process:

Assessment Process

Stage 1: Short-listing

- The Specialist Panel Member and Government Theme Lead within the relevant theme review application forms in **September 2005**.
- The proposed short-list of applications is scrutinised and moderated by Core Panel Members in **October 2005**.
- The short-list is announced by early **November 2005**.

Stage 2: Assessment Visits

- Assessment visits to short-listed authorities will take place between **21st November & 20th December 2005**, and then the remainder between **5th & 11th January 2006**.

Stage 3: Presentations in London

- Short-listed authorities will give presentations on their applications in London between **16th & 27th January 2006**.

Stage 4: Assessment Decisions

- Panel Members will make their recommendations to Ministers shortly after the presentations.
- Ministers will announce the new Beacons by late March 2006.

The Beacon application and assessment process is designed to be rigorous. Beacon status will only be awarded to those authorities that excel within their theme and are prepared to share their best practice with others.

Stage 1: Short-listing

Applications are initially assessed by the Specialist Panel Member, Government Theme Lead and the relevant Government Office in the regions. The full Panel will agree a short-list in late October 2005. All applicants will be advised shortly afterwards whether they have been short-listed. Authorities that have not been short-listed will receive written feedback on their application. The Panel will also issue a press notice announcing the short-listed authorities.

Stage 2: Visits

Short-listed applicants will host a half-day visit by the Specialist Panel Member, a Government Theme Lead and the IDeA. If your authority has been short-listed in more than one theme then we will endeavour to combine your visits into a full day. These visits are expected to take place from the **21st November** through to **20th December** and then the **5th January** through to the **11th January**. Please note these dates in your diary.

The authority sets the agenda for the visit. This is a chance for the assessment team to:

- see the key elements of practice and factors underpinning your success.

- to hear about your commitment to share your lessons with others.
- to have the opportunity to meet front-line staff, senior officers, elected members, service users (where relevant) and partners in order to explore issues with them in an open and honest manner.

Short-listed authorities will also be provided with advance notice of any issues that the assessment team have identified from the application form and wish to examine in detail at the visit.

The visits provide short-listed applicants with an opportunity to “bring their applications to life”.

The IDeA aims to provide each short-listed authority with at least two weeks notice of their visit date. However you should be prepared to receive the visit team from 21st November onwards.

Stage 3: Presentations

Following the visits, short-listed applicants will be invited to make presentations to members of the Panel (both Specialist and Core panel members) in mid to late January 2006. These short presentations should focus on the best practice for which Beacon status is being sought. The authority should also be prepared to answer questions on dissemination.

The presentation provides you with an opportunity to present your key messages as well as provide an update on your application and to meet a Core member of the Panel.

continued...

PART 4

Stage 4: Assessment Decisions

After the visits and presentations, the Panel will meet in February 2006 to consider the assessments and decide which authorities to recommend to Ministers for Beacon status. The Panel's recommendations will be published with a summary of their assessment for each applicant.

Ministers will consider the Panel's recommendations together with any relevant information that may subsequently become available. After their decisions have been made, we will write to all short-listed authorities informing them of the outcome of their application. Successful authorities will be invited to an Award Ceremony in London to receive their award and to meet the other Beacons.

Feedback on applications

All applicant authorities will receive copies of all the assessment forms produced that relate to their particular application. This information will be sent either after short-listing or after the final announcement of Beacon authorities, as appropriate. Authorities should find that this feedback information provides a valuable summary of performance and a basis for planning future improvements.

Who is involved in the Assessment Process?

Advisory Panel on Beacon Councils

The Advisory Panel is an advisory Non-Departmental Public Body supported by the IDeA on behalf of the ODPM. The Panel provides advice to Ministers on:

- The selection of themes under which Beacon status is awarded;
- The criteria to be used when selecting Beacons;
- Which authorities should be given Beacon status;
- Dissemination activities; and
- Promotion and Marketing of the Scheme.

The Panel consists of a Chair, Marianne Hood and nine Core members who have been recruited by open competition to serve on the Panel for three years. In addition to the core membership, Specialist members with expertise in each of the themes are co-opted for each round. The current list of Core and Specialist members for Round 7 is at **Annex A**.

The Government

The Beacon Scheme is a cross-government initiative. Ministers collectively select themes and decide which authorities should be awarded Beacon status.

Government departments provide policy advice on each of the themes. Government departments also seek to work with and learn from the Beacons once they are selected. The ODPM has responsibility for the Scheme as a whole. Further information can be found on the ODPM website at www.odpm.gov.uk/beaconcouncils

The Improvement and Development Agency

The Improvement and Development Agency ("IDeA") has responsibility for much of the operation of the Beacon Scheme. The IDeA team provides secretariat support to the Advisory Panel on Beacon Councils and provides advice to the Panel on applicants' plans for disseminating best practice. Beacon authorities are closely supported in a host of mechanisms to share their key messages by a team of IDeA local Government consultants and an associated group of project coordinators and support staff. These teams provide advice, guidance and logistical support including events organisation, training and resource production.

Further information on Beacon dissemination activities and the IDeA can be found by visiting www.idea.gov.uk/beacons.

Themes

PART 5

The following pages contain further information about each of the themes under which authorities can apply. The criteria which appear on the Application Form are duplicated here, although please note that the application forms must be downloaded from the IDeA website at www.idea.gov.uk/beacons, completed and e-mailed to beacon.application@idea.gov.uk by Midday on Monday 5th September.

Applicants will need to set out their application form under the six broad criteria taking account of specific points where these are mentioned below.

Culture and Sport for Hard to Reach Groups



“

Cultural services play a crucial role in tackling social exclusion, encouraging healthier lifestyles, promoting safer communities and providing a focus for voluntary and community activity. We must ensure that the opportunity to take part in the full range of cultural activities is available to the whole community, and this is why I am delighted that culture and sport for hard to reach groups has been selected as one of the themes for Round 7 of the scheme.

”

David Lammy

Minister for Culture

Culture and sport play a vital part in the development of a socially cohesive, economically vibrant and sustainable community, and in improving the quality of life of individuals within it. Cultural services, which include sport and leisure, theatre, the visual and performing arts, museums and galleries, archives, libraries, the built environment and places of heritage, children's play, tourism, media, film and television contribute to a healthier, safer, more enjoyable way of life for all.

Local authorities spend over £3 billion every year on cultural services, and their contribution is

key to the delivery of cultural and sporting activities for hard to reach groups. DCMS defines these as:

- People with a physical or mental disability;
- People from black or minority ethnic groups;
- People in socio-economic groups C2DE;
- Children and young people (within those groups identified above).

To achieve Beacon status, authorities in both urban and rural areas will have developed a corporate and strategic approach to the provision of cultural and sports services. They will have a

clearly articulated long-term vision, be able to demonstrate high profile community leadership, and have an imaginative approach to service delivery. Culture and sport will be included in community strategies and, where appropriate, wider regional strategies, supporting the wider social agenda and tackling inequality, particularly for the most disadvantaged. Beacons will lead and implement a range of activities to promote participation in culture and sports by under-represented groups.

Beacons will have used innovative and inclusive consultation processes and sound analysis to identify the needs of the community as a whole, and priority groups within that community. They will be able to demonstrate that the priority groups are involved in the design and development of the service and the flexibility to react to changes in community needs.

Authorities aspiring to Beacon status will have a proven track record of delivering a properly integrated, cost-effective and sustainable service, as well as

increased participation and access. Effective partnerships with other local and regional bodies, community groups, the voluntary and community sector, and private enterprise will be a key feature of service delivery.

The delivery of good quality services is also dependent upon authorities identifying and fully exploiting available expertise, experience and special skills to meet the needs of hard to reach groups. Beacons will also make the most efficient and effective use of community assets to deliver cultural and sports services that meet a wide diversity of needs.

Beacons will need to demonstrate that they have in place monitoring and evaluation mechanisms to ensure that they are constantly learning, reviewing and refining services to meet the needs of hard to reach groups within the community.

Culture and Sport for Hard to Reach Groups: CRITERIA

Outcomes

- a sustained improvement in the quantity and quality of delivery of cultural and sporting activities for hard to reach groups.
- an increase in the number of participants/visitors or time spent on culture and sports activities by under-represented groups.

Leadership: Vision and Strategy

An appropriate strategic approach to the delivery of cultural services for hard to reach groups is one:

- where there is evidence of high profile community leadership.
- which is imbedded within the corporate and community strategies of the authority and embedded within other key partner organisation strategies, e.g. community safety and neighbourhood renewal plans.
- which is based on a clear and robust and continuing understanding of the needs and requirements articulated by hard to reach groups.
- where there are clearly defined priorities in the short and long term for sustainable delivery of culture and sport to under-represented groups in the community.
- where there is commitment to collection of participation data and the measurement of impact on the quality of life of participants.
- effective engagement of elected members on cultural and sport issues.

Community and

Customer Engagement

- an innovative consultation process that identifies the needs of hard to reach groups.
- involvement in the consultation process of the full range of stakeholders, both inside and outside the authority, including community representatives, children and young people, the voluntary and community sector, and under-represented groups of which a representative cross-section of the community is involved in the decision making process.
- effective engagement with the priority groups to empower them to shape the service to meet their own changing needs.
- community groups have their capacity built so that they can engage with public bodies.
- continual outreach to new and diverse communities.

Actions

- identification, development and retention of expert staff to meet the needs of hard to reach groups.
- a system to measure the impact of culture and sport provision on hard to reach groups.

Partnerships

- effective partnerships with relevant stakeholders, including appropriate regional and national cultural and sports agencies, play organisations, special interest groups, community associations, sponsors and the voluntary and community sector.

Equality and Diversity

- a corporate commitment to tackle equality and diversity issues in the provision culture and sport services.
- identify and close disproportional gaps in service provision.

Delivery of Quality Services through Procurement



“

Procurement is a key driver for improving local services. It is more than simply purchasing goods and services. It covers all stages of managing service delivery, from identification of needs to measuring impact on customers. Pressures on councils to improve services and make budgets go further are inescapable. So a key challenge for authorities rests in adopting holistic, resourceful, effective and innovative approaches to procurement. In this way every authority can achieve its vision through the provision of excellent services to the public.

Phil Woolas

Minister for Local Government

Through effective procurement, authorities can deliver significantly better quality public services that meet the needs of all local citizens. This is captured in the strategic objectives of the National Procurement Strategy¹. Many councils have already achieved significant progress in adopting world class procurement practices. They have secured commitment from their leaders, chief executives, members and officers towards making procurement a top priority supported by the necessary resources.

A Beacon will be able to demonstrate commitment to providing leadership and building capacity, partnering and collaboration, doing business electronically and stimulating markets and achieving community benefits, in line with the strategic objectives set out in the National Procurement Strategy.

Beacons will be able to provide clear evidence on how their procurement approach has made a difference to the services they deliver to their community. This may include securing better

”

procurement outcomes through ‘sustainable’ procurement. Beacons should be addressing appropriate and relevant environmental (e.g. climate, food, timber, waste, energy) and social considerations (e.g. equality and diversity) in procurement.

Beacons will have easily met the 2004 milestones associated with delivering the National Procurement Strategy’s four themes² and will be able to provide evidence of making significant inroads in achieving the 2005 and 2006 milestones.

The National Procurement Strategy for Local Government encourages all local authorities to achieve the highest standards of service delivery. Effective, efficient, resourceful and prudent procurement will continue to be a top priority as councils work towards achieving all the Strategy’s three-year milestones, and also because of the strong call of the local government efficiency agenda.

Beacons will display evidence of:

- confidently operating a mixed

economy of service provision, including access to a diverse range of service providers achieving continuous improvement from all categories of procurement expenditure by putting in place a corporate procurement strategy and the necessary resources for implementation.

- realising economic, social and environmental benefits for their communities through their procurement activities.

There is broad consensus about what constitutes best practice in procurement. For example, a rigorous approach to options appraisal, commissioning of services through a variety of models of delivery, adoption of e-Procurement, and greater collaboration with other authorities. Beacons will demonstrate expertise in all the above areas and importantly, demonstrate an appetite for innovation and a willingness to provide citizens with real choices and influence over services and priorities.

¹ The NPS is accessible on the ODPM website. See: www.odpm.gov.uk/nps

² These themes are: Providing Leadership and Building Capacity, Partnering and Collaboration, Doing Business Electronically and Stimulating Markets and Achieving Community Benefits.

Delivery of Quality Services through Procurement:

CRITERIA

Outcomes

The authority will be able to provide evidence that effective procurement is:

- making a perceptible difference to the community and delivering continuous improvement in services;
- contributing to more efficient and effective services;
- providing choices to front line service managers.

Leadership: Vision and Strategy

- Evidence of high-level leadership (both officer and member levels) through a well-developed strategic corporate procurement strategy, which might include a member with responsibility for a corporate procurement/Best Value panel or procurement cabinet portfolio, for example.
- Evidence of challenging Best Value reviews of procurement that have resulted in changes in procurement culture and behaviours in the authority.

Community and Customer Engagement

- Evidence that services are designed and delivered around the needs and preferences of users with the users involved in the key stages of design, development and review.
- Evidence of satisfaction with the services received from key stakeholders including local citizens and businesses.

Actions

- Demonstrate the development of a mixed economy of service provision with ready access to a competitive range of suppliers. This should include Small and Medium-sized Enterprises (SMEs), Social Enterprises and Voluntary and Community Sector (VCS) groups where doing business with such suppliers represents Best Value. The authority has signed up to the SME friendly Procurement Concordat and has evidence of a productive and satisfactory relationship with the VCS (for example, a Local Compact).
- Evidence that procurement officers/the procurement team have contributed to meeting the authority's strategic objectives.
- Demonstrate a training and skills programme that incorporates procurement/project management as a high priority within the council's training programme.
- Evidence of effective implementation of e – Procurement to secure efficiency and value for money in procuring goods and services.
- Evidence of streamlined procurement processes that benefit service delivery and enhance competition.

Partnerships

- The Council should demonstrate effective partnership working with all relevant stakeholders. It has addressed all the milestones depicted under the National Procurement Strategy's theme: 'Partnering and Collaboration.'

Equality and Diversity

- The authority should demonstrate that strategic procurement programmes have embraced equality and diversity principles. Evidence that staff transfer issues arising have been fully considered and diversity amongst suppliers and entrepreneurship have been demonstrated.

Early Intervention (Children at Risk)



“

Lord Laming's enquiry into the death of Victoria Climbié highlighted the need for early intervention if such tragedies are to be avoided. It is not just children and young people at risk of harm or neglect that need early help. Those with a range of difficulties such as special educational needs, behavioural disorders and anti-social behaviour need help before the problems reach crisis point. Early and effective intervention in the lives of children and young people can really make the difference. I welcome this theme, which will highlight an important aspect of local authorities' work to reform children's services.

”

Rt Hon Beverley Hughes

Minister of State for Children, Young People and Families

Children and young people can experience problems at any age. They and their families should get the right help as soon as it is needed. By identifying and intervening early in these situations a positive outcome is far more likely. Successful Beacons will be able to demonstrate some of the features of a strategy of effective early intervention in the lives of vulnerable children.

The Children Act 2004 provides the legislative foundation for a fundamental change in the

way that Children's Services are delivered. Five high level outcomes have been identified as the key to well-being in childhood and later life – being healthy; staying safe; enjoying and achieving; making a positive contribution; and achieving economic well being. These outcomes are underpinned by detailed targets and indicators which were published in *Every Child Matters: Change for Children* in December 2004. Early identification and, where appropriate, effective intervention

by targeted or specialist services for those who show signs of not doing well in relation to the five outcomes is vital for improving their life chances.

For example, children and young people with learning difficulties or disabilities can be identified and helped attain improved outcomes by means of early educational or therapeutic interventions or targeted family support. Children at risk of maltreatment, neglect, substance abuse, violence or sexual exploitation need to be identified early and protected and supported. Persistent truants and disruptive pupils should be identified early and supported by appropriate local authority services. Young offenders and those involved in anti-social behaviour need to be identified and helped to change their behaviour before it becomes entrenched and disruptive.

Beacons will have made a reality of early intervention and have shifted to a strategy of prevention rather than crisis management. This is a key objective of the Every Child Matters: Change for Children

programme. They will be able to demonstrate improved information-sharing and a coordinated approach to assessment, building on the common assessment framework between all the agencies involved. They will have mechanisms in place to appoint a lead professional to take ownership of cases drawing on the resources of multi-agency teams working with those at risk of poor outcomes. They will have worked closely with children, families and the wider community that will underpin the joined-up planning and commissioning of services. They will have started to put in place services co-located in and around schools.

The excellent practices demonstrated by Beacons will need to be transferable and be used to underpin the implementation of this part of the Every Child Matters: Change for Children agenda.

Early Intervention (Children at Risk): CRITERIA

Outcomes

Authorities should be able to demonstrate the positive impact of early intervention in helping children achieve the five outcomes by means of: clear examples of success; the provision of data; and plans for further development of data.

Leadership: Vision & Strategy

Local authorities need to demonstrate the political leadership and strategic management necessary to sustain early intervention to assist children, young people and their families facing a range of problems or difficulties which are putting them at risk of achieving poor outcomes. Authorities should have a coherent policy that emphasises prevention.

Community & Customer Engagement

Authorities need to demonstrate robust arrangements for consulting and involving children and young people, families and the wider community in:

- developing their early intervention strategy and service design.
- developing their needs assessment.
- seeking feedback about satisfaction, using sensitive and responsive two-way channels of communication.

Actions

Authorities need to demonstrate substantial elements of the following:

- robust overall needs assessment, bearing in mind the nature of the community including cultural and racial diversity.
- effective planning and commissioning of services from and in partnership with appropriate providers.
- implementation of a strategic shift of investment from late stage intervention to earlier intervention to improve outcomes for children or young people.
- effective assessment to identify individual children's needs and information sharing at all levels between organisations involved in delivering services.
- lead professionals assigned to develop a trusted relationship with the child and ensure clear accountability, and effective team working.
- effective evidence-informed intervention practices.

Partnerships

Authorities need to demonstrate that organisations from the private, public and voluntary sector are effectively engaged in early intervention and delivery of services to vulnerable children.

Authorities should lead in partnership working with appropriate agencies in planning and delivering services within a suitable accountability framework. These partnerships should be developing multi-agency approaches which put the young person and their family at the centre.

Equality & Diversity

Equality and Diversity should be a central feature in the development and implementation of early intervention and preventative strategies. Authorities should be able to demonstrate how, in achieving the best outcomes for all children and young people, they ensure that sensitivity and understanding of race, faith, cultural and family values of children and young people from particular communities are taken into consideration.

Improving Housing Services by Involving Tenants



“

Tenants must be at the heart of decisions about how their homes are managed. Everyone knows that tenant involvement is integral to improving management of homes and estates. When tenants influence services, they are more effective, efficient and responsive. Tenants are empowered through involvement, they can drive improvements in service planning and delivery for everyone involved. The Beacon Scheme will provide a valuable opportunity for local authorities to show that tenants are fully and properly involved at all stages in the decision-making process and that, as a result, they have shaped local priorities and standards for improvements on the ground.

”

Baroness Andrews OBE

Parliamentary Under Secretary of State, ODPM

Research shows that good quality effective tenant involvement is integral to improving housing services. It directly benefits tenants as well as the wider community. What matters is how tenants influence has improved services and contributed to a better quality of life for their communities.

A 2004 Audit Commission report identified how involving tenants has led to better services. It makes business sense. Benefits include

better informed decision-making, improved transparency and better focusing of efforts and resources.

The drive for greater efficiency in the way local authority housing services are designed and delivered underlines the need for excellence in the way tenants are involved. This means supporting tenants to build up their knowledge, skills and confidence to scrutinise and challenge performance, influence decisions and drive improvements,

by offering a choice of ways in which tenants can be involved, which are accessible, make the most of their contribution and encourage more people to take part.

A successful Beacon will be able to show through its own direct work and in partnership with others:

- Tenant involvement is fully integrated into the approach to service improvement and review. It is part of the mainstream housing service, not a 'bolt-on'.
- Tenants are involved in all aspects of the business from strategy development and service review through to implementing and monitoring service delivery.
- A clear strategy, developed by members, officers, tenants and other key stakeholders and partners, for involving tenants pro-actively throughout decision-making processes.
- Tenants are supported by effective (joint) training, capacity-building, etc. and as a result are able to scrutinise and challenge performance.
- A wide range of methods for

working with tenants, including more innovative and less formal approaches. Tenants have a choice about the level of control and influence they want.

- Clear aims and objectives, a good understanding of relative costs and benefits of involvement to maximise value for money and effectiveness, and robust monitoring and review arrangements.
- Clear demonstrable evidence that tenants' views have made a difference through a range of measurable outcomes as well as less tangible benefits for tenants, local authorities and the wider community.

Large Scale Voluntary Transfer authorities can apply if they are working with housing associations, their tenants and other stakeholders, to shape and deliver housing strategies, for example, to deal with anti-social behaviour, allocations and lettings policies, or for identifying changing housing needs of future tenants.

Improving Housing Services by Involving Tenants:

CRITERIA

Outcomes

- Evidence that tenant involvement has widened (reaching more tenants with a greater proportion actively involved) and deepened (effective new structures/ processes have been developed, the effectiveness of existing ones has improved, active tenants have developed knowledge, understanding and confidence, and are able to take part more effectively).
- Evidence that involvement of tenants in the design and review of services has significantly changed and improved housing management practice, making services more responsive, effective, and efficient.
- Evidence of increased opportunities and active encouragement for tenants to become involved in the decision-making process.
- Evidence of successful action to develop and improve involvement of hard to reach groups.

Leadership: Vision and Strategy

- Clear vision, strategy and evidence of corporate commitment to positively promote and support tenant involvement in all key aspects of housing service planning and delivery.
- Good quality tenant involvement policy and practice embedded at the operational level in all mainstream housing services.
- Tenants have been consulted and involved in developing strategic and operational aspects of service delivery.

Community and Customer Engagement

- Evidence of increased tenant satisfaction with the overall landlord service.
- Evidence of a high level of tenant satisfaction with opportunities to participate.
- Evidence that tenants are made aware of available opportunities to become involved and the benefits that involvement may bring, particularly opportunities to take action and influence services at the neighbourhood level through tenant or community-led organisations.

Actions

- Key actions are identified to pro-actively involve tenants and feed their views into service planning, implementation and delivery, including:
- Development and active promotion of a package of involvement methods, including innovative and less formal approaches, with clear objectives, targets and indicators.
 - Demonstrable evidence of commitment to increase tenant empowerment through access to training, advice, facilities, and opportunities for negotiation and dialogue.
 - Evidence of a good performance in the key areas of resident involvement based on the Audit Commission's Key Lines of Enquiry.
 - Clear coordinated service planning and review process with effective involvement of tenants, staff, members and other stakeholders.

- Clear choices and options available for service standards and tenants able to develop and agree local priorities and standards for improvements.
- Robust effective monitoring and reporting of performance and outcomes, including regular communication and feedback to all tenants.

Partnerships

- Effective partnership working with tenants and other key stakeholders, including other service providers, housing management organisations, voluntary groups and other agencies to identify and address key issues and priorities.

Equality and Diversity

- Clear effective strategy for assessing and reviewing existing policies and services to ensure equality and diversity issues are addressed and any adverse impacts are identified with action agreed to tackle these.
- Needs of specific groups are identified and involvement arrangements tailored to meet these, for example, engaging children and young people, tenants in supported housing, tenants from BME communities.
- Views of specific groups are fed into service reviews and services are responsive to their needs.

Improving Rural Services: Empowering Communities



“

Traditionally services have too often been delivered for the convenience of service providers and not for those who need them. When services are delivered in this ‘top down’ way they can actually be denied to many people, so contributing to social exclusion and rural disadvantage. The Government believes that local communities are best placed to assess what is needed, set local targets or measures of success. It is also the place where individuals can, and do, make a difference. Parish Councils have an important role as community leaders and can make a real difference. More importantly, it is local communities who need to assess local need and to identify the best mode of delivery. I am delighted that empowering the delivery of services to the rural public is a theme for this year’s Beacon Scheme.

”

Jim Knight

Parliamentary Under-Secretary Rural Affairs, Landscape and Biodiversity

People in all areas deserve access to high quality public services. Realistically, people living in rural areas do not expect the same nature of service that those in some urban areas receive (e.g. proximity to certain service outlets). However, there should be fair access to services in rural areas and living in a rural area should seriously disadvantage no one.

Services in rural areas may be delivered directly by an authority or they may simply be enabled or purchased by them. Often the best services may be those delivered locally with local commitment but ‘empowered’ by someone else through a process of engagement and leadership.

Where an authority delivers services directly, or contracts to

do so, it is important to understand how patterns of rurality in their area impact on service delivery, particularly from the customers’ point of view. Innovative joined-up delivery may often be required to meet local needs – and this should be discussed with communities themselves. However, where the authority does not actually deliver services it should engage actively with the tier of government that is closest to people – parish and town councils. Communities can secure significant and tangible gains when their principal authorities engage with these councils especially where this engagement comes naturally, through the Parish or Town Plan process.

This Beacon Scheme theme is about identifying authorities that are already delivering fair access to services for the rural public. This could be demonstrated by the ability to support and enable parish and town councils to develop their own plans. In turn they would involve their community to identify public

service needs and standards of service, thereby enabling this to feed into any Strategic Plan formulation e.g. Community Strategies. It also needs to include a level of understanding and flexibility in the delivery of its own services to those in rural areas.

Ultimately, local communities are best placed to assess what is needed, set local targets or measures of success. It is also the place where individuals can, and do, make a difference. In addition, parish and town councils (and the Voluntary and Community Sector and social enterprises and other businesses as deliverers) have an important role as community leaders and can also make a difference. Authorities can facilitate this process.

Improving Rural Services: Empowering Communities

CRITERIA

Outcomes

Beacon authorities

will show evidence of:

- actual improvements in access to public services for the rural public.
- an increase in the number of people accessing a broad range of services in rural areas on a regular basis.
- benefits achieved by empowering and facilitating the delivery of services in rural areas for:
 - the Authority.
 - partners.
 - local communities.

Leadership: Vision and Strategy

Ensures fair access to public services for the rural public through strong leadership that empowers and facilitates local delivery either by own authority or through others.

Creates and implements a clear strategy that tackles rural service delivery issues and rural disadvantage in particular, and develops innovative joined-up delivery including support for and active participation in charters between local authorities and parish and town councils.

Understands and uses flexible approach in the delivery of services to those in rural areas where delivered by own Authority.

Community and Customer Engagement

- explain and describe the types of community and customers involved.
- demonstrate how these communities and customers have been engaged in identifying and helping to implement innovative and/or joined up delivery of services to rural areas.
- provide examples of how local organisations/bodies have been empowered.

Actions

Can clearly demonstrate the impact that empowering and facilitating others has on the delivery of services to rural people. Evidence should be provided around the benefits and lessons learnt of:

- supporting and empowering partners.
- empowering and facilitating the development of parish and town councils strategic and parish plans.
- encouraging the involvement of local communities in identifying public service needs and standards of services.
- delivering rural services in innovative ways that took account of local needs.
- how empowerment and facilitating has led to real change for local communities.
- recognising the additional costs of delivering services either by their own "hand" or through others, does impact on that delivery.

Partnerships

Partnerships could involve a range of organisations, including: parish councils, voluntary and community organisations, social enterprises, local businesses, other Authorities, etc. Therefore:

- define each partnership and their role in delivering this theme.
- explain how the partnerships were set up.
- describe what each partnership achieved.
- identify the key lessons that were learnt.

Equality and Diversity

- describe the equality and diversity issues that had to be addressed and the processes by which 'capacity' at the local level was built and by whom.
- provide evidence to demonstrate how empowerment improved access.
- identify the key lessons that were learnt.

“

The Government is deeply committed to encouraging the active participation and involvement of young people in their communities, particularly those at risk of exclusion. Voluntary action in all its forms gives young people a sense of belonging, enabling them to develop the skills to speak out about issues that matter to them and giving them the personal drive to effect change. Volunteering can also help young people to learn about and exercise their rights and responsibilities as citizens, giving them a stake in their communities and promoting social cohesion.

Without the essential work and support provided by volunteers, some services which the community benefits from, would simply not be provided to the same standard. The Government is committed to increasing the excellent work done by young people especially in the Year of the Volunteer. I am delighted that positive youth engagement has been chosen as a theme for the Beacon Council Scheme, recognising local authorities that harness the talents and energy of young people.

”

Hazel Blears

Minister for Policing, Security and Community Safety

The roots of more cohesive communities will lie in more young people having a greater understanding of their common stake in British society and experience of working together to produce positive changes. Government's aim is to step up the opportunities for young people to develop a sense of inclusive British citizenship and to better understand and work with people from different ethnic and religious backgrounds.

A Beacon, with the help of partners, can create a climate in which they can build a strong cohesive society by bringing young

people together from different backgrounds to improve their communities. Local authorities can increase positive youth engagement by introducing more young people to volunteering, and ensure that young volunteers enjoy more rewarding experiences, with a stronger emphasis on skills development and measurable community impact. It can create a real change in the lives of the most vulnerable people in our society.

Government is committed to increasing the opportunities for all young people to participate

**Positive Youth Engagement
(in community and democratic process)**



in society, particularly those from more disadvantaged communities. The need to engage those at risk of social exclusion is reflected in the PSA target (2006) to *'Increase voluntary and community engagement, especially amongst those at risk of social exclusion'*.

The high profile work of the Russell Commission sets out different ways of aiding positive youth engagement through the delivery of a step change:

- in the profile of young volunteers and ensuring that all young people, regardless of background, have an equal opportunity to volunteer;
- in choice and quality for young volunteers, with improved access to advice, and better opportunities to enhance their skills;
- in the overall number of young volunteers with half of all young people (3.5 million people) actively engaged in a form of volunteering activity.

A Beacon will be encouraging/facilitating young people to take part in voluntary action, such as

community safety and civic pride, education and literacy, community involvement and improving the environment.

A Beacon will:

- demonstrate in its values and actions, in particular in the combating of hate and prejudice, that young people's active involvement, is a visible commitment which it properly resources;
- have an explicit set of standards, policies and strategies to promote, evaluate and improve the volunteering and participation of young people;
- ensure that diverse individuals, groups and communities are actively involved;
- show tangible benefits to young people and communities of their active engagement, in particular in the way that it is challenging racist attitudes and promoting greater understanding; and
- be willing to share its learning with others.

Positive Youth Engagement (in community and democratic process): CRITERIA

Outcomes

A Beacon can provide evidence that:

- It has demonstrated beneficial quantitative and qualitative change in respect of young people's volunteering opportunities and community engagement.
- Young people have themselves identified beneficial change in the community through volunteering and community engagement.
- A range of methods have been used to increase volunteering and community involvement.
- It has made a visible commitment to young people's community participation and has provided well-supported and resourced structures through which their engagement is encouraged, sustained and reviewed.

Leadership: Vision and Strategy

A Beacon can provide evidence that:

- Resources and expertise have been mapped and deployed to implement the plan.
- Senior individuals (both officers and members) have championed active involvement.
- There is a clear vision statement which sets out the intended benefits and the strategy for implementation, including the linkage to other Authority strategies (e.g. on youth services, or community cohesion).

Community and Customer Engagement

A Beacon can provide evidence that:

- Young people are involved in shaping the Authority's strategic plan for their active involvement and, in due course will have an equal part in reviewing it, identifying the changes achieved and those which are still needed.
- That the Authority develops a range of innovative engagement strategies, including utilising multi-media platforms (e.g. internet and mobile technology) to involve young people in sharing their views.
- That relevant training and support are provided to young people so that they can contribute effectively.
- That information is made available in good time and is accessible, jargon-free and culturally appropriate.
- That attention is paid to the needs and expectations of various community bodies and stakeholders.

Actions

A Beacon can provide evidence that:

- Young people have been consulted on the best structures for their volunteering and active involvement and systems are in place for their safe and sound engagement; for resource allocation; for communications; and for accreditation and celebration.
- These systems have been regularly reviewed and updated.
- Evidence of a charter of shared

values has been developed with young people.

- The Authority has evaluated its own work using such templates as 'Hear by Right' (LGA/NYA, 2004).

Partnerships

A Beacon can demonstrate that:

- It works with and supports a variety of local and national partners to generate diverse opportunities which promote volunteering and active involvement.
- The strategy sets out the links between local and any regional and national structures and initiatives, and ensures those links are maintained and reviewed, for example via Compact discussions.
- Training programmes are available and accessed by partnerships.

Equality and Diversity

A Beacon can provide:

- Evidence of expanding the voluntary and community engagement of those at risk of social exclusion, including certain Black and Minority Ethnic groups, people with disabilities and those without formal educational qualifications. (Evidence from the Home Office Citizenship Survey 2003 shows that these are the groups least likely to be fully engaged).
- Deliberate steps having been taken to draw in diverse groups, especially the more disadvantaged.

Road Safety



“

Although the UK is one of the leading and best-respected countries on road safety, there is still a long way to go. Our road safety strategy focuses on tackling the causes of all types and severity of road casualties so that Britain's roads are safer for everyone. Everyone has a stake in improving safety on the roads, from Government and local authorities to voluntary sectors and local communities. I welcome the selection of road safety as a theme for the Beacon Scheme, enabling local authorities to highlight their good practice and success at reducing casualties on our roads.

”

Dr Stephen Ladyman

Minister of State for Transport

Britain has one of the best road safety records in the world. Nevertheless, there is plenty of room for improvement. Our child pedestrian fatality numbers are reducing but remain higher than some of our other European partners and the number of children killed in road accidents each year is still equivalent to the population of a medium sized primary school. There is strong evidence that members of poorer communities are more likely to become road accident casualties than their better off peers,

particularly children and the elderly. Overall, casualty numbers are coming down but in 2003, there were still over 3,500 deaths, 33,700 serious injuries and a total of over 290,600 injuries on our roads. It is unacceptable that 9 people are killed and 92 people are seriously injured **every day** on the roads.

As well as the huge emotional cost of accidents, there is a significant impact on the economy. The total value of preventing all injury accidents in Great Britain in 2003 is estimated at £13 billion.

In March 2000, the road safety strategy *Tomorrow's roads – safer for everyone*, setting challenging targets to reduce road casualties by 2010 was published. Compared to the average for 1994 – 98, these targets are:

- a 40% reduction in the number of people killed or seriously injured in road accidents.
- a 50% reduction in the number of children killed or seriously injured, and
- a 10% reduction in the rate of slight casualties, expressed as the number of people slightly injured per 100 million vehicle kilometres.

Local authorities have a crucial contribution to make in achieving these targets. Around 90% of all accidents occur on local roads and councils play a key role in improving road safety in their local areas through a combination of engineering and education, training and publicity.

Road safety is not solely the responsibility of the road safety officer or traffic engineer, or the highway authority for that matter.

Many other agencies such as the police, health, education, social care, and voluntary sectors can make a valuable contribution. Beacons will show that this contribution can be maximised by forming real partnerships with these agencies to significantly reduce road casualties and improve the quality of life for local people.

Beacons will have a clear strategy for managing road safety in their areas. They will take an evidence-led approach, identifying problems and tailoring appropriate solutions, fully involving local communities in the development of their road safety work. Beacons will thoroughly monitor and evaluate their programmes of work so that they know what schemes and projects are most effective at changing road user behaviours and reducing casualties. As well as using tried and tested techniques, Beacons will be prepared to adopt innovative approaches to tackling complex road safety issues.

Road Safety: CRITERIA

Outcomes

- Sustained progress against the Government's casualty reduction targets for 2010, or local targets where these are more challenging.
- Where applicable, evidence of narrowing the gap in the inequality between accidents in the most deprived areas and other areas across the council (tackling the road safety implications of disadvantage).

Leadership: Vision and Strategy

- A focus on road safety embedded in an authority's overall strategy, integrating road safety into other work to ensure a broad approach. This is particularly important where an authority has to tackle road safety problems related to social inequality.
- The authority's road safety strategy to be based on a clear, evidence-led understanding of the road safety problems faced within the authority area, with a special focus on the most vulnerable members of society.
- Wherever possible, a proactive approach is taken, planning ahead rather than reacting to problems when they arise.

Community and Customer Engagement

- Strategies and policies developed through active engagement and consultation with communities, including "hard to reach" groups, in order to understand actual and perceived problems within communities and consider how these are best addressed.

- A clear communications strategy to ensure that the need for, and benefits of, road safety interventions are well understood by local people.

Actions

Authorities should be able to show that they:

- Identify the underlying causes of accidents and develop broad based strategies to address these, working in partnership with colleagues across the authority as well as other agencies such as health, education, social care, the voluntary sector and community groups.
- Lead in the promotion of good practice, having strong links with neighbouring local authorities and other partners, for example through regional meetings or joint working.
- Collect evidence of effective monitoring and evaluation to know what works and what does not. For engineering measures, this is likely to be measured in casualty reductions. For softer measures such as education, training and publicity initiatives, measures are likely to be evaluated by looking at changes in behaviour and attitude.

Partnerships

- Effective partnership working within the authority to ensure that road safety is an integral part of the authority's wider transport programmes.
- Effective partnerships with other agencies such as health, education, social care, emergency services, voluntary and community groups aimed at achieving casualty reduction and promoting road safety.

Equality and Diversity

- Rather than assuming that "one size fits all", road safety solutions should be tailored to address particular concerns and difficulties for particular groups, including different social and ethnic groups. For example, not all groups respond equally well to messages in written form: what alternatives are used to get the road safety message across to these groups?

Transforming the Delivery of Services Through Partnerships



“

Authorities can transform the delivery of services through good, well run partnerships. Whether partnering with the public, private or voluntary and community sectors the hallmarks of good partnership working are greater efficiency, flexibility to change and innovation in meeting strategic challenges.

”

Phil Woolas

Minister for Local Government

The word ‘partnering’ has been used in many contexts. This is because the essence of partnering - the partnering ethos – can be applied to any form of business relationship that emphasises the role of the relationship in achieving outcomes. Beacon authorities will embrace the partnering ethos, demonstrating the behaviours and techniques aimed at: promoting effective communication between partners to achieve openness and trust, better mutual understanding, and earlier identification of problem areas along with the flexibility to address them.

The *Strategic Partnering Taskforce Final Report* launched by the

Minister for Local Government in March 2004 described service delivery partnerships as *“a long term partnership between organisations that work collaboratively to achieve the authority’s strategic aims for delivering services. The key words are strategic and delivering services – these are the defining features. These partnerships are distinguished from a Local Strategic Partnership by the fact that it is designed to deliver services – rather than plan, co-ordinate or monitor the activities of public sector agencies in the community.”*

A Beacon authority could be a small or large authority – such

partnerships are not strategic because of the number of services they cover or the value of any contract involved, but because they involve the delivery of services that significantly contribute to the success of an authority’s strategic objectives.

Partnerships in this Beacon theme can:

- Cover best value authority services in one or more sector.
- Involve collaborative working with one or more other organisations whether neighbouring best value authorities, other public bodies, private commercial organisations or groups from the voluntary and community sectors.
- Consist of any structure or model, from a large all-inclusive contract to an incremental arrangement.

Beacon authority partnerships will require a high degree of shared commitment by the partners to the delivery of the services they provide, as well as being responsive to the partnership’s

potential impact on the strategic objectives of all partners. Such partnerships can also deliver other community objectives – such as regeneration, job creation, and investment in infrastructure – as well as becoming drivers for major change in best value authorities.

These partnerships are a way of achieving a transformational improvement in the delivery of services and Beacon authorities will demonstrate the commitment and investment in time and money to both establish and operate their service delivery partnership successfully. They will also be able to provide clear evidence of how their partnership has made a perceptible difference to the services they deliver to their community.

Transforming the Delivery of Services Through Partnerships:

CRITERIA

Outcomes

The authority will be able to provide evidence that the partnership is:

- Making a perceptible difference to the services they deliver to their community.
- Delivering a more effective and efficient service.

Leadership: Vision and Strategy

- Evidence that the partnership emerged from the authority's strategic approach to the delivery of all services.
- Demonstration that the authority was aware of the potential impact of the service delivery partnership on wider objectives, such as the Community Strategy or local economic sustainability.
- Evidence that a culture of openness and flexibility, supported by senior officials and members, is developing throughout the authority and within the partnership.

Community and Customer Engagement

- It is critical that the needs of the service users are at the heart of service delivery strategy. This should be reflected by the authority in:
 - The consultation with customers and the broader community during the initial development of the partnership.
 - Evidence of continuing engagement with service users throughout the partnership.
 - Evidence that user involvement influences service development.

Actions

- The partnership will have been established with full regard to financial probity and workforce best practice.
- A robust, baselined, performance management framework is in place along with an appropriate monitoring system.
- The partnership is geared to provide continuous improvement.
- There is an on-going dialogue involving all partners in determining changes necessary to ensure desired outcomes are met.
- Transparent and appropriate governance arrangements are in place and reviewed and refined regularly.
- That there is an ongoing assessment of the partnership with the facility to change the relationship where necessary.
- The partners:
 - Have an agreed, effective dispute resolution procedure;
 - Take a joint approach to succession planning of key personnel; and
 - Have an agreed exit strategy.

Partnerships

- The authority should be able to demonstrate effective partnership working with all relevant stakeholders in addition to the principle agents.
- The partners should be able to demonstrate shared goals and awareness of each partners' organisational objectives.

Equality and Diversity

- The development of the partnership should demonstrate that inequalities in outcomes for the services delivered have been actively identified and addressed and that the services are delivered in ways that meet the needs of different groups.
- The authority should provide evidence that any employment aspects arising from the partnership fully embrace equality and diversity principles.

Valuing People



“

In 2001 Valuing People was ground-breaking in its insistence on putting people with learning disabilities and their family carers at the centre of the picture. Four years on I think we can feel proud of what has been achieved so far in the ambitious agenda of civil rights, independence, choice and inclusion. People with learning disabilities increasingly have a say in the shape of their lives. However, more work is needed now to achieve the cultural shift to ensure the needs of people with learning disabilities are automatically considered alongside those of their fellow citizens in any area of service design or delivery. The Beacon Scheme will provide an ideal opportunity for authorities to share ideas and disseminate excellent practice.

Liam Byrne

Parliamentary Under Secretary of State for Care Services

”

Local authority chief executives are responsible for the partnerships required to deliver the goals set out in the White Paper 'Valuing People: a new strategy for learning disability for the 21st century'. This strategy is based on four principles of civil rights, independence, choice and inclusion. Covering a wide range of issues, from housing to employment, education to leisure, children's services to transition, health and social care, it

sets out a challenging programme of action to improve the lives of people with learning disabilities and their families. The partnerships should be linked to Local Strategic Partnerships and community plans.

Research shows that people with learning disabilities have had a poor deal for many years, with few rights, limited housing choices, poor health, hate crime, unemployment, poverty and few

friends. Valuing People emphasises that people with learning disabilities have the same rights to ordinary services and resources as the rest of the population. They may need support to achieve this. The ordinary services may need support and advice too, to help them include people with learning disabilities. These objectives are reinforced in 'Improving Life Chances for Disabled People' and the Green Paper 'Independence, Wellbeing and Choice'.

Beacons will have shown significant progress towards these goals for everyone, particularly including people from minority ethnic communities and people with high individual support needs.

This Beacon theme will therefore focus on the community leadership role of authorities in enabling people with learning disabilities to take their places in the mainstream of life, including:

- corporate authority leadership.
- improving opportunities across activities beyond education and social services.
- a focus on people with learning

disabilities as local citizens.

For more information, please look at www.valuingpeople.gov.uk. There is a new report about progress: 'Valuing People – the story so far'. This gives examples of good progress and shows what still needs to be done.

Please make sure that applications are written in plain English.

Applicants within this theme should note that two Specialists have been appointed to assess the Valuing People Beacon applications, one of whom represents Speak Up Self-Advocacy, an organisation specialising in making information friendly.

Within this Beacon theme only, Authorities may wish to consider using diagrams and pictures to make information more accessible within the application form. If you do wish to make extensive use of different ways of presenting information, then permission might be given for you to exceed the 15 page limit on the length of the application form. Please contact the IDeA for guidance.

Valuing People: CRITERIA

Note: Not all the examples given will be relevant to all Best Value authorities, but they show what we would see if chances were improving for people with learning disabilities.

Outcomes

Authorities can demonstrate that:

- Young people with learning disabilities who are leaving full time education have chances like non-disabled young people in housing, employment and leisure activities.
- Family carers aged over 65 are known; plans are in place to support older families.
- There are year on year increases in numbers of people with learning disabilities:
 - supported to live at home, including in their own home.
 - with paid jobs.
 - living as long as other local people.
- People with learning disabilities from black and minority ethnic families use services as much as other ethnic groups do.

Leadership: Vision and Strategy

- A chief officer or leading member chairs the Learning Disability Partnership Board.
- The organisation is committed to reducing inequalities (for example, the community strategy covers inequalities experienced by people with learning disabilities).

Community and Customer Engagement

- People with learning disabilities and family carers are involved in the authority's user or community forums.
- Regular funding is given to local advocacy and support services to help people with learning disabilities and family carers to get involved.
- Strategies and action plans (for example, regeneration, neighbourhood renewal, transport, housing) include issues raised by people with learning disabilities.

Actions

- The authority employs people with learning disabilities.
- Services and budgets are individualised in response to person centred plans.
- The community safety strategy covers hate crime experienced by disabled people.
- Information is collected on what life is like for people.
- The authority can show 'reasonable adjustments' are made under the Disability Discrimination Act: for example, accessible information, accessible web pages, disability equality training, quality checks on reception areas and telephone enquiries.

Partnership

- The authority shows various ways of working together with a range of partners beyond learning disability services (for example, Learning & Skills Council, Connexions, education and training providers, housing).
- Representatives of the authority play an active role in the Learning Disability Partnership Board: for example, acting as 'champion' on a relevant topic.
- Organisations collaborate on workforce planning and development.

Equality and Diversity

- Race impact assessments are completed with action plans that cover the needs of black and minority ethnic people with learning disabilities and their families.
- The authority can show evidence of action for people with high individual support needs (for example, providing suitable changing facilities in public toilets).

Waste and Recycling



“

Waste is one of the major environmental challenges facing England today. We cannot eliminate waste all together, but we can prevent it wherever possible and make more sustainable use of waste by treating it as a resource. This will reduce the overall environmental impact of waste and improve our performance in managing it.

Local authorities, in partnership with each other and with others in the community, public and private sectors play a crucial role in providing local waste collection and disposal services and local environment services such as street cleansing. Beacons for waste and recycling will need to demonstrate that they are exemplars of sustainable waste management and in the forefront of authorities in delivering improvements in practices.

Therefore, I am pleased that waste and recycling has been chosen as a theme for the Beacon Scheme through which we can recognise some of the excellence and innovation in this field of public service delivery.

Ben Bradshaw

Local Environment Minister

”

Local authorities are at the forefront of providing an effective waste collection and disposal service for local residents as well as for local environment quality services such as street cleansing. As such communities are reliant on the positive actions of local authorities to deliver sustainable waste outcomes.

Reducing the overall environmental impact of waste and improving performance on managing waste – including reducing the need for landfill sites – is a crucial part of Government’s approach to sustainable development. Beacons will be exemplars of sustainable waste management and in the forefront of authorities in delivering this.

Beacon authorities will show a full understanding of the role that waste plays in their local authority – where it is created, how it can be prevented and how, if created, to utilise it as a resource in the local economy.

Beacon authorities will work as a catalyst with other authorities, community groups, agencies and others in the public and private sectors to deliver Best Value for waste. Municipal waste management does not necessarily follow administrative boundaries and so offers many opportunities for effective strategic partnership working. Partnership working should be through innovative, new flexible approaches to waste management, which deliver high quality services effectively and efficiently.

Beacon authorities will demonstrate real improvements in efficiency and effectiveness of waste services and real reductions in the amount of waste going to landfill sites for final disposal.

Beacon authorities will be leaders of their communities, identifying and disseminating examples of good practices in waste management.

Waste and Recycling: CRITERIA

Outcomes

- Beacons will meet or exceed relevant Statutory Performance Standards (reference will also be made to Landfill Allowance Trading Scheme targets) and will have developed their own internal performance framework for reducing waste, increasing recycling/composting and maintaining a high standard of street cleanliness.

Leadership, Vision and Strategy

- Beacons will have a corporate vision-developed and refined through effective community planning, needs analysis and consultation. The corporate vision forms the basis of a corporate strategy that makes extensive connections between different policy areas.
- Beacons will operate in an environment where corporate managers and political leaders own delivery problems and prompt, encourage and support services to find and implement solutions. Beacons will facilitate and proactively manage on going change (and projects) to achieve their vision and objectives.
- Beacons will generate commitment and enthusiasm for the future of the service internally and externally and encourage and empower all to contribute to their success.
- Beacons will have a robust and realistic waste management plan that is managed to support the realisation of the service's vision and strategic objectives through continuous improvement. Plans

will take into consideration the needs of the area as well as any regional circumstances. Beacons will be innovative, creative, learn from others.

Community and Customer Engagement

- Beacons will operate in an environment where all sections of the community are actively represented and will foster open and democratic decision making. Relevant elected members will champion community priorities.
- Beacons will have an outward focus on customer and citizen needs and their access to the service. Political and management structures, resource allocation, systems and processes will all be organised to this end.
- Beacons will build networks through which to inform and encourage feedback from all sections of the community using a variety of media to improve the service's performance so as to meet the community's needs.

Actions

- Beacons will have a systematic and balanced approach to the contracting process including tendering, evaluation and management of contracts.
- Beacons will manage people effectively as well as having a range of systems and processes to ensure efficient, effective and consistent performance and is continually reviewing these to ensure the achievement of the service's vision, policies and programmes.

- Beacons will manage all financial resources, investments and assets to minimise risk to the service and to ensure successful implementation of policies/programmes.
- Beacons will identify and evaluate risks faced by the service in pursuing its strategy and will actively control and manage risks.

Partnerships

- Beacons will define each partnership and their role in delivering this theme, explain how partnerships were set up, what each partnership achieved, scrutinise relationships with local agencies and identify key lessons learnt. Beacons will have a proactive and strategic approach to partnerships.

Equality and Diversity

- Beacons will deliver waste services to all of its community as appropriate which will address particular difficulties for hard to reach groups including different social and ethnic groups, e.g. some deprived areas have particularly low participation rates in recycling schemes: what would the council do to increase participation in such areas?

Dissemination

PART 6

The strength of the Beacon Scheme is its ability to identify and share the wealth of examples of good practice that exists so that local government as a whole can learn and improve services and standards. By disseminating what works well, the Beacon Scheme as a whole achieves its objective of having a positive impact on service improvement. Effective dissemination is therefore the foundation on which the beacon application and assessment process rests.

In becoming a Beacon, the authority enters into a commitment with the ODPM to share their good practice, experience in service delivery excellence and innovation, and lessons learnt, with the wider best value authority community and theme partners. This is achieved through a national programme of activities co-ordinated and supported by the IDeA, together with local activities co-ordinated by Beacons themselves.

Beacons are expected to offer formal and informal learning opportunities. These are designed to share information more widely and help share experiences and behaviour that result in improvement in services and standards elsewhere.

Initially, Round 7 Beacons will take part in a series of national **Learning Exchange Events** that are co-ordinated by the IDeA, during June/July 2006.

Beacons will also host at least one **Open Day** between October and December 2006. Both the Learning Exchanges and Open Days will provide the Beacons with an opportunity to publicise their excellent practice, and provide delegates with the chance to hear about a diverse and innovative range of activities that will stimulate thought within the delegates' own authorities.

The IDeA will market and host the Learning Exchanges, and will market the Open Days. As in Round 6 of the Scheme, Beacons will retain the income from their Open Days.

Following the Open Days, the Beacons, working together within their theme, will be encouraged to provide a range of learning activities that improve the capacity of delegates to support and deliver service improvement. These initiatives may include:

- Promoting partnerships and twinning arrangements to share

knowledge and skills;

- Setting up learning networks and support groups (existing or new) for service managers and Members to share experiences, learn and focus on what matters; and
- Providing opportunities and resources to enable mentoring, secondments, shadowing.

The IDeA will liaise with national partners to ensure that key learning points from Beacons are brought to the attention of all that would benefit from them. The IDeA will also be identifying partners with whom the Beacons will work to influence policy development.

Together, Beacons and the IDeA will develop a theme-specific Learning Activities Calendar that reflects a range and mix of learning activities and knowledge sharing seeks to contribute to improvement in performance across the theme.

continued...

PART 6

Sharing Information ←		→ Shaping behaviour
Publications	Events/Activities	One-to-one
Info Pack	Workshops	Mentoring
Static website	Seminars	Secondments
Articles	Conferences	Shadowing
Exhibitions	Learning Exchange	Networks
Videos	Toolkit	Twinning
Newsletters	Site & Study visits	
CD ROM		

Dissemination and the application and assessment process

The Beacon application form provides applying authorities with the opportunity to convince the Panel that they have taken the question of dissemination seriously. For the first time this year, authorities are asked to provide a case study that brings their application to life and highlights how their vision and strategy has developed, through community engagement and the commitment of partners, into positive outcomes for individuals or groups within the community.

Assessment of dissemination

If your application for Beacon status is short-listed, an IDeA representative will attend your authority as part of the visit team. You will also be sent a learning activities calendar proforma. This is useful to prepare for the eventual dissemination process and we would be grateful if you could complete these and return to the IDeA.

Following dialogue with yourselves on your answers within Part 4 of the application form, your learning activities calendar and your assessment visit, the IDeA will brief the Panel on whether your

application demonstrates an appropriate commitment to sharing your experiences.

In assessing dissemination, the IDeA is looking for an awareness of the factors that underpin your authority's success; the existence of key initiatives that others would benefit from learning about; and a commitment from your authority of energy and resources towards helping others to improve.

Application Support

PART 7

Previous applicants

The Beacon application process may seem daunting at first. An excellent source of information and guidance are authorities that have previously submitted an application.

Authorities that have been through the selection process will have advice on how best to co-ordinate with colleagues in different departments to ensure you present the best picture of your authority and the work it does for the community.

In addition, the IDeA has published a number of previous application forms for your information. These can be found on the IDeA website at www.idea.gov.uk/beacons.

Contact Details

The IDeA website contains a list of Frequently Asked Questions (FAQ) on the Beacon Scheme at: www.idea.gov.uk/beacons.

Copies of all documents including the application form can also be downloaded from the ODPM website: www.odpm.gov.uk/beaconcouncils.

IDeA Contacts

All enquiries regarding the assessment process should be made to:

Beacon Team
IDeA
Layden House
76-86 Turnmill Street
London EC1M 5LG

Tel: Beacons Enquiry Line
020 7296 6587.

E-mail enquiries must be sent to

Beacons@idea.gov.uk

whereas Intention to Apply Forms and Application Forms should be e-mailed to:

beacon.application@idea.gov.uk.

ODPM Contacts

General enquiries about the Beacon Scheme should be made to:

Beacon Enquiry Lines

Tel: 020 7944 4759

Tel: 020 7944 4104

E-mail enquiries should be sent to:

beaconsinfo@odpm.gsi.gov.uk.

Membership of the Advisory Panel on Beacons Council 2005

ANNEX A

Core Members

Marianne Hood (Chair)

Independent Adviser and Housing
Consultant

Clive Grace (Deputy Chair)

Research Fellow at Cardiff
Business School

Dr Mohammed P Aslam

Chief Executive of Worcestershire
Racial Equality Council

Angela Cornforth

Councillor, London Borough
of Greenwich

Mark Greenburgh

Solicitor, Wragge & Co

Olu Olasode

Public Service Productivity and
Strategic Finance Consultant

Linda Phipps

Independent Consultant on Local
Government Improvement

Neil Wightman

Local Government Officer, London
Borough of Camden

Alan Woods

Chief Executive of ENCAMS

**Final member of the Advisory
Panel to be appointed in the
Summer.**

Specialist Members

Culture and Sport for Hard
to Reach Groups

Bob Harris

Delivery of Quality Services
through Procurement

Chris Wilson

Early Intervention (Children at Risk)

Ros Clayton

Improving Housing Services
by Involving Tenants

Liz Cairncross

Improving Rural Services:
Empowering Communities

Stephen Wright

Positive Youth Engagement
(in the Community and
Democratic Process)

Tom Wylie

Road Safety

Mike Jeanes

Transforming the Delivery of
Services Through Partnerships

Robin Williams

Valuing People

Robert Parkin & David Towell

Waste and Recycling

Michael Philpott

Before you apply – Checklist

ANNEX B

The aim of this checklist is to help you plan your application.

Before submitting an application you may wish to:

1. Visit the IDeA
www.idea.gov.uk/beacons and
ODPM
www.odpm.gov.uk/beaconcouncils
websites to find out further
information about the Beacon
Scheme (including possible links to
websites relevant to your theme).

2. Brainstorm with key people in
the authority (including front-line
staff) to ensure all aspects of your
good practice are identified.

3. Look at past applications
on the IDeA website
www.idea.gov.uk/beacons.

4. Speak to authorities who have
applied for Beacon status in the
past, both successfully and
unsuccessfully. (The IDeA can
help find contacts if necessary).

5. Attend one of the Regional
Briefings in July organised by the
IDeA to explain the Scheme, the
focus of the themes and the
process itself.

6. Check through the Brochure
before completing your form –
there are some changes this year.

Completing the Application Form

ANNEX C

All the points below must be completed to ensure you submit an application in full.

1. Complete a downloadable Intention to Apply Form and return it to IDEa by **5pm Thursday 18th August 2005**.

The form is available at www.idea.gov.uk/beacons and should be returned by e-mail to beacon.application@idea.gov.uk.

2. Complete all parts of the downloadable Application Form.

The form is available at www.idea.gov.uk/beacons

3. Return the Application Form by e-mail to beacon.application@idea.gov.uk by **Midday Monday 5th September 2005**.

The e-mail should be titled with the name of your authority, followed by your Government office region and the theme under which the application is being made.

4. Applications made jointly by one or more authorities should include:

- One Intention to Apply Form (with lead authority as the main contact)
- One Application Form (with lead authority as the main contact)

© Improvement and Development Agency.

This publication, excluding logos, may be reproduced free of charge in any format or medium for research, private study or for internal circulation within an organisation. This is subject to it being reproduced accurately and not used in a misleading context. The material must be acknowledged as IDeA copyright and the title of the publication specified.

For any other use of this material, please write to:

Improvement and Development Agency
Layden House
76–86 Turnmill Street
London EC1M 5LG

f: 020 7296 6666
www.idea.gov.uk

Printed in Great Britain.



Improvement and Development Agency
Layden House
76–86 Turnmill Street
London EC1M 5LG

t: 020 7296 6600 f: 020 7296 6666