



## **BROMSGROVE DISTRICT COUNCIL**

### **EXECUTIVE CABINET**

**WEDNESDAY, 15TH DECEMBER 2004 AT 6.00PM**

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

### **AGENDA**

Council Agendas and Minutes are available on our web site at  
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MEMBERS: Councillors D. C. Norton (Executive Leader), Mrs. M. M. T. Taylor (Deputy Executive Leader), B. L. Fuller C.B.E., Q.F.S.M., Mrs. J. M. L. A. Griffiths, R. Hollingworth and P. J. Whittaker.

1. To receive apologies for absence
2. Declarations of Interest
3. To confirm the Minutes of the Executive Cabinet held on 10th November 2004
4. Public Questions
5. Issues arising from Overview and Scrutiny Committees
  - (a) Fly Posting Policy, Warning Letter and Action Flow Chart
  - (b) Land adjacent to Bromsgrove Railway Station
  - (c) Future funding for Scrutiny
6. To receive the Minutes of the Tenders Committee held on 2nd November 2004
7. To receive the Minutes of the Local Development Framework Working Party held on 24th November 2004
8. Committee Timetable 2005/06
9. Hereford and Worcester Combined Fire Authority – Second Year Action Plan of Integrated Risk Management Plan
10. Application to purchase land at the rear of Nos. 2, 4 and 6 Guild Road, Bromsgrove

11. Council Tax Base Calculation 2005/06
12. Medium Term Financial Forecast
13. Bromsgrove District Customer Service Centre
14. Revenues and Benefits – Change to Establishment
15. Personnel Section Structure
16. Local Development Scheme
17. Longbridge Link Road Stage 2 Consultation
18. Planning Services – Delegated Powers
19. Update Report on the Council's Domestic Waste Collection and Recycling Service
20. National Cycle Network Route 5 – Stourbridge Road to Bromsgrove Town Centre
21. WRVS Rural Rides
22. Local Cultural Strategy
23. Spadesbourne Suite – Repairs
24. To consider any other business, details of which have been notified to the Head of Administrative Services prior to the commencement of the meeting and which the Chairman, by reason of special circumstances, considers to be of so urgent a nature that it cannot wait until the next meeting

The Council House,  
Burcot Lane,  
BROMSGROVE  
Worcs.  
B60 1AA

6th December 2004

S. NIXON  
Chief Executive

# **BROMSGROVE DISTRICT COUNCIL**

## **MEETING OF THE EXECUTIVE CABINET**

Wednesday, 10<sup>th</sup> November 2004 at 6.00 p.m.

PRESENT: Councillors D. C. Norton (Executive Leader), Mrs. M. M. T. Taylor (Deputy Executive Leader), B. L. Fuller C.B.E., Q.F.S.M., Mrs. J. M. L. A. Griffiths, R. Hollingworth and P. J. Whittaker.

Observers: Councillors A. N. Blagg and G. H. R. Hulett.

### 105/04 **MINUTES**

The Minutes of the Special Meeting of the Executive Cabinet held on 27<sup>th</sup> October 2004 were submitted.

**RESOLVED:** that the Minutes of the Meeting be approved and confirmed as a correct record.

### 106/04 **ISSUES ARISING FROM OVERVIEW AND SCRUTINY COMMITTEES**

#### (1) **SCRUTINY REPORT – TAXI RANKS**

The Cabinet considered the decision of the Housing and Planning Policy Scrutiny Committee to refer back the Scrutiny Task Group Report on Taxi Ranks to the Cabinet to indicate that the recommendation regarding the need to improve taxi rank signs and road markings was a priority and therefore should be approved and implemented as a matter of urgency. The Scrutiny Committee had also requested the Cabinet to consider making funding available in the future which could be used to implement Scrutiny Committee recommendations that were approved by the Cabinet. Councillor A. N. Blagg, Chairman of the Scrutiny Committee addressed the Cabinet in support of the recommendations. During the discussion Members indicated that Scrutiny Committees/Task Groups should be made aware of financial implications at the time that issues were scrutinised. It was

#### **RESOLVED:**

- (a) that the Highways Partnership Unit be approached regarding the possibility of funding the road markings;
- (b) that subject to the outcome of (a) above, the Scrutiny Committee's requests be considered as part of the budget preparation process, and in relation to other priorities and demands.

#### (2) **ARTS CENTRE FUNDING**

It was noted that although the decision made by the Cabinet on 27<sup>th</sup> October 2004 regarding the funding of the Arts Centre had been "called in" for scrutiny by the Health and Leisure Scrutiny Committee, the Committee had decided at its special meeting held on 9<sup>th</sup> November 2004 not to refer the decision back to the Cabinet, and therefore the Cabinet decision set out in Minute No. 104/04 had now come into force. Members expressed concern about how the call-in process had been dealt with but were informed that the Head of Administrative Services was satisfied that proper procedures had been followed.

(NOTE: Councillors Mrs. J. M. L. A. Griffiths, R. Hollingworth and D. C. Norton declared a personal interest in this item as members of the Arts Centre Operating Trust).

107/04

**WIND ENERGY CONFERENCE**

Councillor G. H. R. Hulett reported that he had recently attended a Wind Energy Conference in his capacity as a Member of the Planning Committee in order to obtain an insight in to wind energy turbines and any related issues for the District. Although he had initially viewed wind energy turbines as a blot on the landscape, he was now in favour of them as an energy source and would not be minded to object to these being sited within the District. It was noted that as yet, there had not been any applications to site wind energy turbines within the region. Councillor Hulett responded to Members' comments and questions.

108/04

**DRAFT JOINT MUNICIPAL WASTE STRATEGY**

Consideration was given to the outcome of consultation on and resultant changes to the draft Joint Municipal Waste Strategy prepared by all authorities within Herefordshire and Worcestershire, together with recommendations from the Joint Members Waste Forum regarding a delivery plan for the Joint Strategy and for recycling tonnages to be combined. Following discussion, it was

**RESOLVED:**

- (a) that the updated Joint Municipal Waste Strategy containing amendments as summarised in Appendix A to the report be supported;
- (b) that whilst supporting this Strategy, the Council would like to record that it is keen to improve the efficiency and effectiveness of this service by moving towards a co-mingled fortnightly kerbside collection of dry recyclables using wheeled bins;
- (c) that officers are therefore asked to seek ways of working in partnership with the County Council and the Waste Officers Forum to achieve this objective, including looking into the feasibility and possibility of the introduction of a locally based automated material reclamation facility;
- (d) that the recycling delivery plan be supported working in conjunction with the County Council;
- (e) that for the purposes of meeting the PFI waste disposal contract, Bromsgrove recycling tonnages may be used by the County Council to count towards overall countywide recycling figures.

109/04

**ENVIRONMENTAL HEALTH SERVICES – PROPOSED EXTENSION OF OFFICERS' DELEGATED POWERS**

Consideration was given to a proposal to extend the delegation of powers to the Heads of Environmental Health and Legal Services in order to expedite legal proceedings as quickly as possible. Members expressed some concerns about the proposed delegations in circumstances which may pose a high financial or other risk to the Council. It was therefore

**RESOLVED:**

- (a) that Standards Committee be requested to agree:
  - (i) that with the exception of cases where the taking of legal proceedings against companies or individuals may pose a serious risk or other risk to the Council should they fail, that the Heads of Environmental Health and Legal Services, or in their absence their nominated deputies, be granted delegated powers to institute legal proceedings for contraventions of legislation for which Environmental Health staff are responsible for enforcing on behalf of the Council;
  - (ii) that in circumstances where the taking of legal proceedings may pose a high financial or other risk to the Council should they fail and which could require the employment of experienced Counsel, the decision to take legal proceedings be delegated to the Chief Executive and Corporate Director (Resources) as well as the Heads of Environmental Health and Legal Services, in consultation with the Portfolio Holder for Environmental Health;

- (b) that subsequent to (a) above, the Enforcement Policy for Environmental Services be appropriately amended to reflect the changes to delegated powers.

110/04

**DRAFT STATEMENT OF LICENSING POLICY**

Consideration was given to the Council's draft Statement of Licensing Policy which had been amended to take account of comments received during a formal process of consultation. It was

**RECOMMENDED:** that the draft Statement of Licensing Policy be approved.

111/04

**GAMBLING BILL**

Consideration was given to a report on new responsibilities which would fall to local authorities as a result of the Gambling Bill. It was

**RESOLVED:** that the report be noted.

112/04

**DEVELOPMENT OF THE WEST MIDLANDS REGIONAL HOUSING STRATEGY**

Consideration was given to key issues relating to the provision of affordable housing in the District which it was proposed to feed in to a consultation process on the development of the next Regional Housing Strategy. Following discussion, it was

**RESOLVED:**

- (a) that the issues set out in Appendix 1 of the report be approved for submission to the West Midlands Regional Assembly for consideration in the development of the West Midlands Regional Strategy 2005, together with the additional comments made by the Head of Strategic Housing at the meeting;
- (b) that in view of the proximity of the deadline for submissions, the Cabinet's decision on this matter be not subject to the Council's call-in procedure.

113/04

**HOMELESSNESS STRATEGY AND USE OF ODPM FUNDING UNDER THE HOMELESSNESS (IN NEED OF ACCOMMODATION) (ENGLAND) ORDER 2002**

The Cabinet considered a report which presented the outcome of the evaluation of the Council's Homelessness Strategy carried out by the ODPM, together with an update on the demand for homeless or potentially homeless applicants and a proposal to use projected underspend of ODPM grant for new schemes. Following discussion, it was

**RESOLVED:**

- (a) that the results of the evaluation of the Council's Homelessness Strategy be noted;
- (b) that the update on the homelessness review work of 2003 as detailed in section 4 of the report be noted;
- (c) that the update on the progress of the homelessness preventative and support schemes funded through ODPM grant as set out in section 5 of the report be noted;
- (d) that the projected underspend in the ODPM Homelessness Grant allocation be utilised in accordance with the Homelessness Steering Group recommendation for the provision of two 10-week parent support education courses;
- (e) that the Homelessness Steering Group be authorised to allocate any further under spend in the grant allocation in support of existing or new schemes.

114/04

**EQUALITIES PROGRAMME**

Having considered a report on the need to develop the Council's Equalities Policy into an all-embracing programme of Equalities, it was

**RESOLVED:**

- (a) that a Member be given portfolio responsibility for Equalities and be appointed to the Equalities Working Party;
- (b) that the development of an all-inclusive programme of Equalities in line with the Local Government Standard to use as a framework for the development of the Council as a quality service provider and preferred employer be endorsed and supported.

115/04

**GRANT APPLICATIONS**

Having considered the respective merits of each grant application, it was

**RESOLVED:**

- (a) that the All & Sundry Theatre Company be awarded a grant of £200
- (b) that Celebrating English Song at Tardebigge be awarded a grant of £100
- (c) that Avoncroft Museum of Historic Buildings be awarded a grant of £2,850
- (d) that in view of the level of balances, no action be taken with regard to the application from Bromsgrove and District Sports Council.

116/04

**CORPORATE PLAN OBJECTIVES**

Consideration was given to proposed corporate objectives to incorporate in the Council's Corporate Plan. It was reported that in order to establish the Council's three year Budget Strategy, it was essential that under each of these objectives, Members highlighted the priorities for the Council over the next three years. Members referred to a proposed list of priorities which they had identified for 2005/06. It was noted that some of these would be constant for subsequent years, whereas others would not. It was also emphasised that these priorities were not weighted and that the list would need to be refined following further consideration of the available budget as to what items were to be included or to be deferred to a later year. It was

**RECOMMENDED:**

- (a) that the following Corporate Plan objectives be approved:
  - To provide a clean, safe and attractive environment.
  - To develop and implement an effective local government framework.
  - To develop a caring, socially aware society.
  - To develop and sustain a strong and expanding economy.
  - To provide sustainable cultural and leisure opportunities.
  - To be an efficient and effective Council.
- (b) that the list of corporate priorities for 2005/06 as set out in Appendix '1' hereto be approved, subject to further refinement as indicated above;

**RESOLVED:**

- (a) that officers be requested to prepare the Capital and Revenue budgets for 2005/06 in line with the agreed objectives;
- (b) that officers build the corporate objectives and priorities into the Corporate Plan for 2005/08;
- (c) that the new corporate objectives and priorities be communicated to all staff, stakeholders and partners.

117/04

**SPORTS SERVICES – DOLPHIN CENTRE ROOF REPAIRS AND PROVISION OF ADDITIONAL LIFT**

The Cabinet considered a proposal to replace the metal cladding around the top of the Dolphin Centre at the same time as roof repairs were carried out in order to benefit from economies of scale. It was also proposed to bring forward the installation of a second lift at the Centre so that this could be undertaken as part of the current refurbishment works and thereby avoid a further closure of the pool at a later date. Following discussion, it was

**RESOLVED:**

- (a) that approval be given to the repair of the roofs at the Dolphin Centre at a cost of £33,915 to be met from within the allocation for this work in the Capital Programme for 2004/05;
- (b) that approval be given to the replacement of the metal cladding around the top of the building at a cost of £7,500 to be met from within the allocation for the roof repairs to the Centre in the Capital Programme for 2004/05;

**RECOMMENDED:**

- (a) that a sum of £35,000 be brought forward from the Capital Programme for 2005/06 to enable a second lift to be installed by the building contractors during the current refurbishment works at the Dolphin Centre;
- (b) that an exception be made to the Council's Contract Procedure Rules to enable a further extension to be made to the contract with J. and S. Seddon to cover the above works.

118/04

**WASELEY HILLS HIGH SCHOOL – COMMUNITY USE**

Consideration was given to a proposal to make a grant to Waseley Hills High School in return for improved community access to the School's cultural and sporting facilities. It was

**RESOLVED:**

- (a) that approval be given to the payment of a capital grant of £25,000 to Waseley Hills High School to enable the School to install lighting and sound equipment in its Studio theatre with the express purpose of improving community access to the School's facilities;
- (b) that the Director of Leisure Services be authorised to complete the negotiations with the School in respect of the agreement set out in the Appendix to the report.

119/04

**CHRISTMAS PARKING ARRANGEMENTS**

Having considered a report on the issue of Christmas parking, it was

**RESOLVED:**

- (a) that free parking be available in the Council's car parks on the two weekends prior to Christmas (11<sup>th</sup> – 12<sup>th</sup> December and 18<sup>th</sup> – 19<sup>th</sup> December 2004);
- (b) that notices be displayed requesting people to be mindful of the needs of others and not to block parking spaces all day, and that local traders also be approached with a view to displaying such notices.

120/04

**PERFORMANCE INFORMATION – SECOND QUARTER 2004/05**

Consideration was given to information in relation to the Council's performance during the second quarter of 2004/05 and reference was made for the need for meaningful local indicators. It was

**RESOLVED:** that the report be noted.

121/04

**AFFORDABLE HOUSING DEVELOPMENT – GRANT FUNDING FOR FLATS OVER SHOPS**

(The Chairman agreed to the consideration of this item as a matter of urgency as a decision was required thereon before the next meeting of the Executive Cabinet).

The Head of Strategic Housing referred to affordable housing for rent schemes previously approved by the Cabinet for grant funding from the Strategic and Enabling Housing Capital Programme (Minute No. 29/04 refers). The level of grant required for one of the schemes, which related to flats over shops in Bromsgrove, had reduced following negotiations between the Registered Social Landlord involved and the freeholder of the shop premises.

It was proposed to re-allocate the balance of the original budget to Bromsgrove District Housing Trust to enable it to purchase up to two former Council flats in Bromsgrove which would be let to support the Council's homelessness strategy.

Having considered the matter, it was

**RESOLVED:**

- (a) that approval be given to the allocation of a capital subsidy of £65,000 to Bromsgrove District Housing Trust for the provision of 4 flats above shops in Bromsgrove on the basis of a 15 year lease;
- (b) that the remaining £55,000 from the original budget of £120,000 be re-allocated to Bromsgrove District Housing Trust to assist the purchase of up to two additional flats for use as short-term homeless accommodation.

The Meeting closed at 8.07 p.m.

Chairman



**THE CORPORATE PLAN**

**THE SIX OBJECTIVES WITH THE PRIORITIES FOR 2005/06**

**1. TO PROVIDE A CLEAN, SAFE AND ATTRACTIVE ENVIRONMENT**

Within the context of this objective the Council's priorities will be to continue to improve community safety through CCTV, better footpath lighting and the use of ASBO's.

To develop and publish service standards related to the local environment, including street cleansing, grass cutting and grounds maintenance, against which performance can be measured.

Continued investment in the development of the refuse collection and recycling service.

To take measures against fly posting, chewing gum and dog fouling.

Improving the environment through AGENDA 21, e.g., energy saving and monitoring air and noise pollution.

**2. TO DEVELOP AND IMPLEMENT AN EFFECTIVE LOCAL DEVELOPMENT FRAMEWORK**

Priorities associated with this objective will be the protection of the Green Belt, the redevelopment of the Town Centre and the development and improvement of the District's rural communities, protection and maintenance of the built environment and enforcement policies.

**3. TO DEVELOP A CARING, SOCIALLY AWARE SOCIETY**

Priorities within this objective will be to support the elderly and the vulnerable and will include such items as Lifeline, concessionary fares, the development of a Housing Improvement Agency, prevention/intervention for children and other sections of the community. Issues associated with rural communities and their access to services including Rural Rides and affordable housing. Also included are CAB, Shopmobility and facilities for youth.

**4. TO DEVELOP AND SUSTAIN A STRONG AND EXPANDING ECONOMY**

Priorities include the continued development of the technology park, small businesses development and the development of business skills, attracting inward investment and sustaining and growing the economic impact of visitors to the District in the maintenance of the Market and good car parking.

**5. TO PROVIDE SUSTAINABLE CULTURE AND LEISURE OPPORTUNITIES**

Priorities include ensuring that there is a suitable mix of cultural and leisure facilities and opportunities that are accessible to all sections of the community including arts, heritage and sports facilities and opportunities, play areas, parks and open spaces and opportunities and facilities for young people. The specifics would include the Artrix, the Dolphin Centre, Woodrush and Haybridge High Schools, the Bromsgrove Festival, the Bandstand, the Spadesbourne Suite and football pitches.

**6. TO BE AN EFFICIENT AND EFFECTIVE COUNCIL**

The Council is committed to supporting the work of the LSP and will seek to improve services through partnerships where possible.

Will promote equality of opportunity and access to lifelong learning for all.

Will seek to invest in employee and Member training and development to ensure we become a learning organisation.

Will satisfy all mandatory requirements and services we are committed to.

Will seek to improve customer services through IT and electronic services.

Will ensure that the Council raises its performance in line with the Recovery Plan on a continual basis to enable the Council to become a top performing Council over the coming years.

**BROMSGROVE DISTRICT COUNCIL**

**EXECUTIVE CABINET**

**15TH DECEMBER 2004**

**FLYPOSTING POLICY, WARNING LETTER AND ACTION FLOW CHART**

Responsible Portfolio Holder	Councillor Mrs. M. M. T. Taylor Councillor P. J. Whittaker
Responsible Head of Service	Mr. M. Griffiths, Director of Planning Services Mr. J. Moody, Head of Community Safety and Engineering

**1. SUMMARY**

- 1.1 To consider recommendations made by the Housing and Planning Policy Scrutiny Committee.

**2 RECOMMENDATION**

- 2.1 Members are asked to approve and adopt the following:
- (a) The Warning Letter (see Appendix I)
  - (b) The Flyposting Action Flow Chart (see Appendix II)
  - (c) The policy of sending warning letters in advance of instituting prosecution proceedings and/or proceedings to secure Anti-Social Behaviour Orders against those against whom there is evidence of them flyposting (see Appendix III)

**3. BACKGROUND**

- 3.1 At the meeting of the Housing and Planning Policy Scrutiny Committee on the 9th September 2004 it was resolved that a joint Task Group look at the cross-cutting issue of flyposting. The Task Group consists of Councillors Miss D. H. Campbell (Chairman), Mrs. A. E. Doyle, W. R. Newnes, S. P. Shannon and County Councillor Mrs. S. J. Bushby.
- 3.2 There have been three Task Group Meetings so far and at the meetings held on the 28th October 2004 and 15th November 2004 it was agreed that an interim report be submitted to the Housing and Planning Policy Scrutiny Committee to consider the above recommendations.
- 3.3 At the Housing and Planning Policy Scrutiny Committee Meeting held on the 2nd December 2004 it was resolved that that the interim report be submitted to the Executive Cabinet requesting that the recommendations contained within the report be approved and adopted.

**4. FINANCIAL IMPLICATIONS**

- 4.1 The costs of implementing the Policy, including printing and postage costs and monitoring incidences of flyposting, will be met within the existing Community Safety budget.

## **5. LEGAL IMPLICATIONS**

- 5.1 This Policy will allow officers to take action against flyposting in accordance with the Anti-Social Behaviour Act 2003 and the Highways Act 1980.

### **Background Papers**

Minutes of the Housing and Planning Policy Scrutiny Committee held on the 9th September 2004 and the 2nd December 2004

Minutes of the Flyposting Task Group Meetings held on the 28th October 2004 and 15th November 2004

### **Contact Officer**

Name: Della McCarthy, Administrative Officer  
E Mail: [d.mccarthy@bromsgrove.gov.uk](mailto:d.mccarthy@bromsgrove.gov.uk)  
Tel: (01527) 881407

**WARNING LETTER**

**Illegal Fly Posting**

Bromsgrove District Council is concerned that your company is engaging in Illegal fly-posting in the District, as can be seen from the enclosed evidence.

Illegal fly posting is an eyesore around the Bromsgrove District and a problem about which our residents – your customers – feel very strongly. Posters attract graffiti and send out a signal that the area is uncared for and can exacerbate people's fear of crime.

Under Section 132 of the Highways 1980 it is an offence to fix a sign on the public highway or on any highway structure. The company which benefits from the advertisement – your company - commits the offence. The fine on successful prosecution is up to £2,500 per poster.

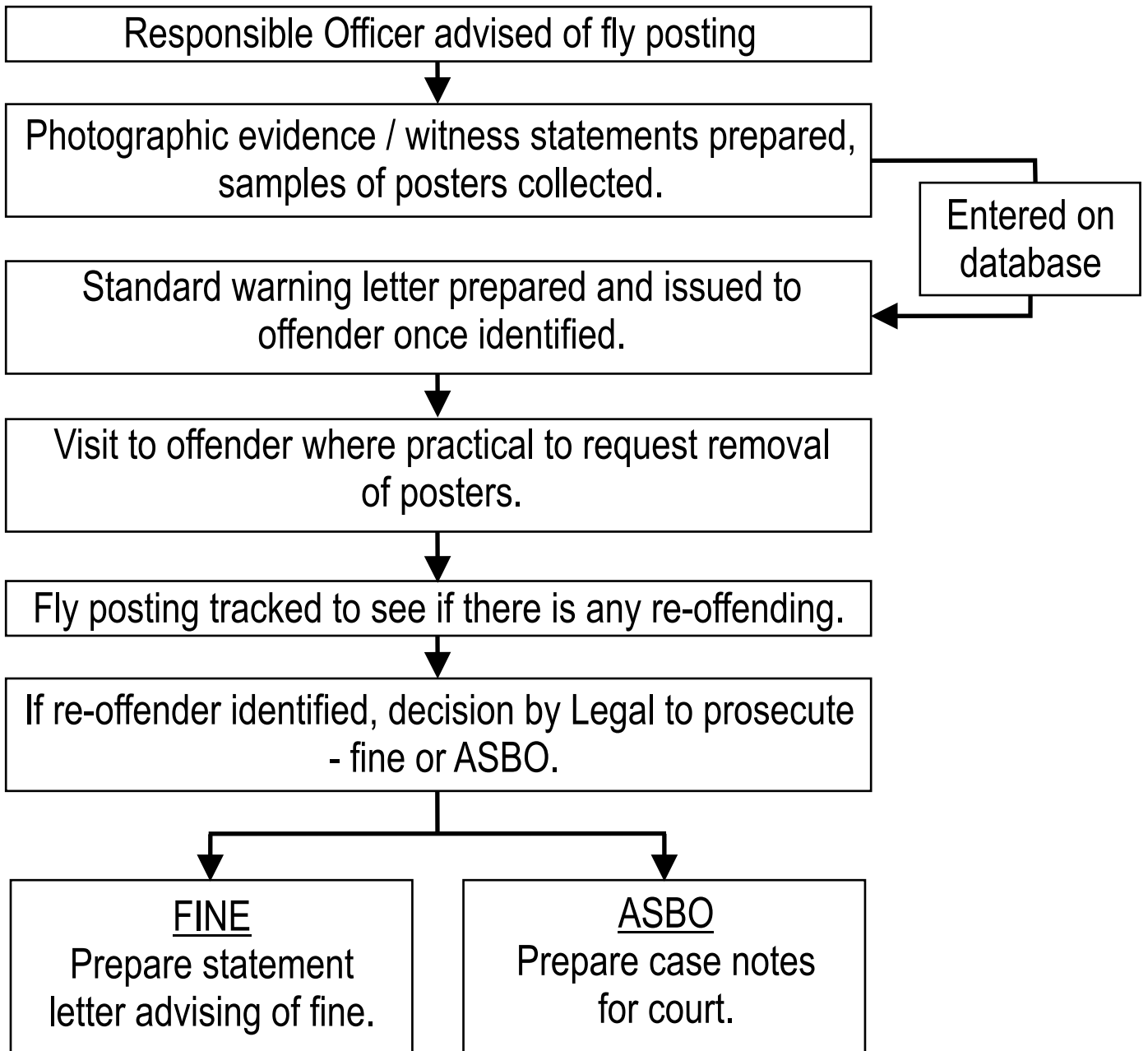
Fly posting is also listed in the Anti-Social Behaviour Order Act of 2003. Using the powers of this Act, Bromsgrove District Council will not hesitate to seek an Anti Social Behaviour Order against the owner or chief executive of an organisation who is guilty of persistent fly posting. As part of our commitment to the eradication of illegal fly posting in the Bromsgrove District, we will continue to gather evidence, removing illegal posters and pursuing legal proceedings relating to these offences.

However, we **are prepared to treat this an isolated incident** and not pursue a prosecution against you on this occasion. We must stress that should this warning be ignored, the Council will not hesitate to take legal proceedings against those involved

Yours etc

John Moody  
Head of Community Safety

# Fly Posting Action Flow Chart



### **Proposed Policy for dealing with Fly Posting within Bromsgrove District**

1. Designated, Responsible Officer to be advised of fly posting occurring within Bromsgrove District.
2. Photographic evidence and witness statements assembled together with samples of posters collected. Evidence to be entered on Data Base within Community Safety Team
3. Where practical, Anti Social Behaviour Officer (accompanied by a Police Officer where deemed necessary) will visit company/individual identified as perpetrator to request they remove posters. A 24 hour time frame given to remove posters

A letter explaining the 2003 Anti Social Behaviour Law in relation to Fly Posting to be handed over at time of meeting.

4. If a personal visit cannot be made then a warning letter, agreed by BDC Legal Team and Members to be issued by Head of Community Safety.
5. Should the person or organisation visited by the ASB Officer or issued with a warning letter continue to fly post, a decision will be made by Bromsgrove District Council Legal Dept. as to the form of action to be taken. This could involving seeking a fine and costs or in extreme cases of persistent fly posters, the taking out of an Anti Social Behaviour Order against the owner, manager or chief executive of the organisation.
6. Evidence to be assembled using time/dated digital images as well as witness statements from Council Officers and residents.
  - (i) Responsible Officer is currently either the Anti Social Behaviour Officer or Community Safety Officer within the Community Safety Team
  - (ii) Information collated via BDC Officers or Residents
  - (iii) In addition to warning letter, a do's and don'ts about Fly Posting to be handed over for information

**BROMSGROVE DISTRICT COUNCIL**

**EXECUTIVE CABINET**

**15TH DECEMBER 2004**

**LAND ADJACENT TO BROMSGROVE RAILWAY STATION**

Responsible Portfolio Holder	Councillor Mrs. M. M. T. Taylor
Responsible Head of Service	Mr. M. Griffiths, Director of Planning Services

**1. SUMMARY**

- 1.1 To consider recommendations made by the Housing and Planning Policy Scrutiny Committee.

**2. RECOMMENDATION**

- 2.1 That the English Welsh Scottish Railways (EWS) and Network Rail be approached regarding the possibility of using the land lying immediately south of Bromsgrove Railway Station as a car park on a temporary basis.

**3. BACKGROUND**

- 3.1 Two reports have been submitted to the Housing and Planning Policy Scrutiny Committee on 11th March 2004 and the 2nd December 2004 which examined some of the issues connected with future plans in and around Bromsgrove Railway Station.
- 3.2 It was noted that work to improve the immediate area at the Station has taken place with new car parking facilities, the rationalisation of existing parking areas and the introduction of parking restrictions in nearby streets. However, members of the Scrutiny Committee felt parking was still an issue.
- 3.3 It was reported to the Scrutiny Committee that an area of siding land that lies immediately south of the Station is leased by English Welsh Scottish Railways (EWS). It has the potential to increase car parking provision in the future and is a means of providing vehicular, pedestrian and cycle access to the Station from both the new Breme Park development and the Technology Park. EWS have indicated they wish to dispose of their interests with a view to securing housing development on the site. Discussions took place with EWS and the Strategic Railway Authority (SRA) some 18 months ago when a suggested 50:50 split between residential use and car parking was agreed in principle. However the SRA vetoed plans for an early planning application until such time as they were satisfied that demand for a rail freight terminal at this location no longer existed.
- 3.4 The SRA has received no information to suggest that the marketing exercise they wished to see carried out has been undertaken by EWS. Their current position is that they would therefore continue to object to the release of this land for non-railway use. Their attempts to contact EWS to move this process forward have failed to yield results.



- 3.5 At the time of the March meeting of Housing and Planning Policy Scrutiny Committee it was thought that a development brief for the site could be worked up to inform developers of the Council's requirements for the site and for its inclusion as part of the new Local Development Framework (LDF). It now seems unlikely that this is a practical proposition in the short term given the planning position in the District.
- 3.6 The Council has been recommended to progress only a very few key documents as part of the new LDF system. There remains a large degree of uncertainty about the timing of any new housing allocations to be made to the District therefore necessitating the continued operation of the housing moratorium. This uncertainty is compounded by further revisions to the Regional Housing Strategy which are now taking place and which may ultimately affect allocation levels. Consequently, GOWM (Government Office for the West Midlands) has advised that it is inappropriate for the Council to produce an early document on housing allocations as part of the LDF process. Sites where housing uses are a potential use cannot therefore be progressed.
- 3.7 In view of this situation, it was agreed by members of the Housing and Planning Policy Scrutiny Committee at its Meeting on the 2nd December 2004 that it be recommended to the Executive Cabinet that EWS and Network Rail be approached regarding the possibility of using the land lying immediately south of Bromsgrove Railway Station as a car park on a temporary basis

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

If this land were to be made available then there may be costs to the Council relating to lighting, surfacing and laying out of car park spaces together with ongoing maintenance costs. Use may be subject to a lease and if so rent would need to be paid. As no financial appraisal has been carried out it is not currently possible to say what level of costs might be incurred. The detailed costs would have to be determined if approval was given to investigate the possibility of this scheme.

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

Access to this site is via private land and a legal agreement between relevant parties would need to be secured to ensure that the facilities which were provided were available to users of the station. Additionally, if the land were used for car parking, the Council's Car Park Order would have to be modified to incorporate it.

#### **Background Papers**

Report on Bromsgrove Railway Station which was submitted to the Housing and Planning Policy Scrutiny Committee on the 2nd December 2004

Minutes of the Housing and Planning Policy Scrutiny Committee Meeting on the 2nd December 2004

#### **Contact officer**

Name: Paul Crysell, Head of Local Plans  
E Mail: [p.crysell@bromsgrove.gov.uk](mailto:p.crysell@bromsgrove.gov.uk)  
Tel: (01527) 881318

Name: Della McCarthy, Administrative Officer  
Email: [d.mccarthy@bromsgrove.gov.uk](mailto:d.mccarthy@bromsgrove.gov.uk)  
Tel: (01527) 881407

**BROMSGROVE DISTRICT COUNCIL**

**EXECUTIVE CABINET**

**15TH DECEMBER 2004**

**FUTURE FUNDING FOR SCRUTINY**

Responsible Portfolio Holders	Councillor R. Hollingworth
Responsible Head of Service	Mr. V. Harrison, Head of Administrative Services

**1. SUMMARY**

- 1.1 To consider making funding available in the future which could be used to implement Task Group and Scrutiny Committee recommendations that are approved by the Executive Cabinet.

**2. RECOMMENDATION**

- 2.1 In order to strengthen the area of Overview and Scrutiny in accordance with the Draft Recovery Plan, it is recommended that funding be made available in the future for the implementation of recommendations made by Task Groups and Scrutiny Committees which are approved by the Executive Cabinet. The Housing and Planning Policy Scrutiny Committee suggested that £5,000 per annum would be an appropriate amount. (However, an estimated £20,000 has been included as a budget pressure into 2005/06, as included in the Medium Term Financial Plan.)

**3. BACKGROUND**

- 3.1 At its Meeting held on the 21st October 2004 the Housing and Planning Policy Scrutiny Committee discussed the important need for funding to be set aside each year that could be made available to meet the costs of implementing recommendations made by Task Groups and Scrutiny Committees which are approved by the Executive Cabinet in the future.
- 3.2 Members of the Scrutiny Committee resolved "that the Executive Cabinet be requested to consider making funding available in the future which could be used to implement Scrutiny Committee recommendations that were approved by the Executive Cabinet."
- 3.3 At the Executive Cabinet Meeting on the 10th November 2004, the report relating to future funding (and Taxi Ranks Scrutiny Report) was considered and it was resolved that "...the Scrutiny Committee's requests be considered as part of the budget preparation process, and in relation to other priorities and demands."
- 3.4 The Housing and Planning Policy Scrutiny Committee decided at its meeting held on the 2nd December 2004 that the request for future funding for implementing recommendations made by the Scrutiny Committees and Task Groups and approved by the Executive Cabinet, be referred back to the Executive Cabinet and the importance of this matter stressed to members.

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

- 4.1 At present, there is no identifiable budget to meet the cost of implementing Scrutiny Committee recommendations that are approved by the Executive Cabinet and therefore it is requested that the Executive Cabinet gives consideration to an appropriate level of financial provision and as part of the next budget revision. The Scrutiny Committee suggested that £5,000 per annum would be an appropriate amount. An estimated £20,000 has been included as a budget pressure into 2005/06 as included in the Medium Term Financial Plan.

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

- 5.1 None.

#### **Background Papers**

Minutes of the Housing and Planning Policy Scrutiny Committee Meetings held on the 21st October 2004 and 2nd December 2004.

Minutes of the Executive Cabinet Meeting held on the 10th November 2004.

#### **Contact officer**

Name: Della McCarthy, Administrative Officer  
E Mail: [d.mccarthy@bromsgrove.gov.uk](mailto:d.mccarthy@bromsgrove.gov.uk)  
Tel: (01527) 881407

# **BROMSGROVE DISTRICT COUNCIL**

## **MEETING OF THE TENDERS COMMITTEE**

Tuesday, 2<sup>nd</sup> November 2004 at 9.30 a.m.

PRESENT: Councillors D. C. Norton (Chairman), R. Hollingworth (Vice-Chairman) and G. H. R. Hulett.

12/04 **MINUTES**

The Minutes of the Meeting of the Tenders Committee held on 20<sup>th</sup> September 2004 were submitted.

**RESOLVED:** that the Minutes of the Meeting be approved and confirmed as a correct record.

13/04 **LOCAL GOVERNMENT ACT 1972**

**RESOLVED:** that, under Section 100A(4) of the Local Government Act 1972, the public be excluded from the Meeting during the consideration of the item of business the subject of the following Minute on the grounds that it involves the likely disclosure of "Exempt Information" as defined in Part I of Schedule 12A to the Act, the relevant paragraph of that part being as set out below:-

Minute No.  
14/04

Paragraphs  
7, 8 and 9

14/04 **TENDERS FOR THE ARTS CENTRE THEATRE SYSTEMS**

Following the opening of the tenders received, it was

**RESOLVED:**

- (a) that authority be delegated to the Director of Leisure Services, in consultation with the Portfolio Holders for Leisure and Finance, to accept the tender which is considered to provide best value within the budget figure available or does not exceed it by more than 10%;
- (b) that in the event the preferred tender exceeds the budget figure by more than 10%, the Director of Leisure Services report back to the Committee accordingly.

The Meeting closed at 9.45 a.m.

Chairman

# **BROMSGROVE DISTRICT COUNCIL**

## **MEETING OF THE LOCAL DEVELOPMENT FRAMEWORK WORKING PARTY**

Wednesday, 24th November 2004, at 6.00 p.m.

PRESENT: Councillors Mrs. M. M. T. Taylor (Chairman), Mrs. J. Dyer M.B.E. (Vice-Chairman), G. N. Denaro, Mrs. K. M. Gall, R. Hollingworth, G. H. R. Hulett, Mrs. J. D. Luck, D. McGrath, D. C. Norton, N. Psirides J.P., J. A. Ruck, Mrs. M. A. Sherrey, C. J. Tidmarsh and C. J. K. Wilson.

### 01/04 **ELECTION OF CHAIRMAN**

**RESOLVED:** that Councillor Mrs. M. M. T. Taylor be elected as Chairman of the Working Party for the remainder of the Municipal Year.

### 02/04 **ELECTION OF VICE-CHAIRMAN**

**RESOLVED:** that Councillor Mrs. J. Dyer M.B.E., be elected as Vice-Chairman of the Working Party for the remainder of the Municipal Year.

### 03/04 **LOCAL DEVELOPMENT FRAMEWORK**

The Director of Planning Services and the Head of Local Plans gave a general introduction to the Local Development Framework which is to replace the Local Development Plan system. It was noted that the Office of the Deputy Prime Minister would be monitoring the Performance of Local Authorities and that it was likely that the award of further planning grant funding would be linked to progress on the Local Development Framework.

It was hoped that the establishment of the Working Party would enable the process to move forward more swiftly although some major documents would need to be finally approved by Cabinet and in some circumstances by Council. It was hoped that the geographical spread of the representation of the Working Party would strengthen the process.

Officers from the Local Plan Section then gave more detailed presentations on the process of producing the Local Development Framework, which was initially based on a three year time frame, together with an overview on the development of a Statement of Community Involvement. During the presentations, Officers responded to a number of questions raised by Members of the Working Group regarding processes and time scales.

It was noted that the next Meeting would be required at the beginning of February 2005 with the objective of considering a Draft Statement of Community Involvement. Following that meeting it was likely that meetings would be required on a monthly basis.

**RESOLVED:** that the content of the presentations be noted.

The Meeting closed at 7.45 p.m.

Chairman

**BROMSGROVE DISTRICT COUNCIL**

**EXECUTIVE CABINET**

**15TH DECEMBER 2004**

**COMMITTEE TIMETABLE 2005/6**

Responsible Portfolio Holder	
Responsible Head of Service	Head of Administrative Services

**1. Purpose of Report**

A draft Committee timetable for 2005/6 is attached. Subject to any changes suggested by Members, this will be submitted to the Council on 25<sup>th</sup> January 2005 for approval.

**2. Recommendation**

That the draft timetable be approved.

**3. Background**

There are a couple of provisos to note, which are:

1. There is currently a review of the Council's Scrutiny Processes, which may lead to changes in the timetable, e.g. more/less Scrutiny Committees, more/less frequent meetings.
2. The Licensing Committee will be developing a Sub-Committee system of hearings for individual applications as the year progresses and as Public Entertainment Licences are phased out. This may have an effect on the timetabling of meetings of the main Licensing Committee, particularly after November 2005.

The proposed timetable shows a number of changes from this year's:

1. Because the Cabinet has changed to a monthly frequency, the frequency of ordinary meetings of the Council has been changed to one every two months (i.e. a Council meeting for every two Cabinet meetings). The frequency of Scrutiny Committee meetings and of the Standards Committee has undergone a corresponding change. Meetings are spaced evenly throughout the year, with no noticeable break in August, as has been the case previously.
2. A special Cabinet and Council Meeting have been included at the end of February 2006, for consideration of the budget. The Council meeting in early March (one week after the budget meeting) will consider "ordinary" business.
3. A special Cabinet and Council meeting have been included at the end of July 2005 to approve the Council's accounts. It will be a statutory requirement that the accounts be approved by the end of July 2005, but it is not expected that they can be ready in time for the ordinary meeting of the Council on 5<sup>th</sup> July 2005.

The meeting of the Housing and Planning Policy Scrutiny Committee in May 2005 has been changed from Thursday (the usual day) to a Wednesday to avoid a clash with a Bromsgrove Spotlight meeting which has already been scheduled.

**4. Financial, Risk Management and Legal Considerations**

None.

Background Papers:

None.

**Contact officer**

Name: Vince Harrison, Head of Administrative Services

Email: v.harrison@bromsgrove.gov.uk

Tel: 01527 881419

## **2005-6 Calendar of Meetings**

Good Friday – 14<sup>th</sup> April 2006

Bank Holidays – 2<sup>nd</sup> May 2005, 30<sup>th</sup> May 2005, 29<sup>th</sup> August 2005, 17<sup>th</sup> April 2006 and 1<sup>st</sup> May 2006

Tuesday 10 <sup>th</sup> May 2005	Council (Annual Meeting)
Monday 16 <sup>th</sup> May 2005	Licensing Committee
Wednesday 18 <sup>th</sup> May 2005	Executive Cabinet
Monday 23 <sup>rd</sup> May 2005	Planning Committee
Wednesday 25 <sup>th</sup> May 2005	Housing and Planning Policy Scrutiny
Tuesday 7 <sup>th</sup> June 2005	Health and Leisure Scrutiny
Monday 13 <sup>th</sup> June 2005	Licensing Committee
Tuesday 14 <sup>th</sup> June 2005	Policy and Strategy Scrutiny
Thursday 16 <sup>th</sup> June 2005	Standards Committee
Monday 20 <sup>th</sup> June 2005	Planning Committee
Wednesday 22 <sup>nd</sup> June 2005	Executive Cabinet
Tuesday 5 <sup>th</sup> July 2005	Council
Monday 11 <sup>th</sup> July 2005	Licensing Committee
Monday 18 <sup>th</sup> July 2005	Planning Committee
Wednesday 20 <sup>th</sup> July 2005	Executive Cabinet
Thursday 21 <sup>st</sup> July 2005	Housing and Planning Policy Scrutiny
Tuesday 26 <sup>th</sup> July 2005	Health and Leisure Scrutiny
Wednesday 27 <sup>th</sup> July 2005	Executive Cabinet (Special – Accounts)
Wednesday 27 <sup>th</sup> July 2005	Council (Special – Accounts)
Tuesday 2 <sup>nd</sup> August 2005	Policy and Strategy Scrutiny
Monday 8 <sup>th</sup> August 2005	Licensing Committee
Monday 15 <sup>th</sup> August 2005	Planning Committee
Thursday 18 <sup>th</sup> August 2005	Standards Committee
Wednesday 24 <sup>th</sup> August 2005	Executive Cabinet
Monday 5 <sup>th</sup> September 2005	Licensing Committee
Tuesday 6 <sup>th</sup> September 2005	Council
Monday 12 <sup>th</sup> September 2005	Planning Committee
Wednesday 28 <sup>th</sup> September 2005	Executive Cabinet
Thursday 29 <sup>th</sup> September 2005	Housing and Planning Policy Scrutiny
Monday 3 <sup>rd</sup> October 2005	Licensing Committee
Tuesday 4 <sup>th</sup> October 2005	Health and Leisure Scrutiny
Monday 10 <sup>th</sup> October 2005	Planning Committee
Tuesday 11 <sup>th</sup> October 2005	Policy and Strategy Scrutiny
Thursday 20 <sup>th</sup> October 2005	Standards Committee
Wednesday 26 <sup>th</sup> October 2005	Executive Cabinet
Monday 31 <sup>st</sup> October 2005	Licensing Committee
Monday 7 <sup>th</sup> November 2005	Planning Committee
Tuesday 8 <sup>th</sup> November 2005	Council
Wednesday 23 <sup>rd</sup> November 2005	Executive Cabinet
Thursday 24 <sup>th</sup> November 2005	Housing and Planning Policy Scrutiny
Monday 28 <sup>th</sup> November 2005	Licensing Committee
Tuesday 29 <sup>th</sup> November 2005	Health and Leisure Scrutiny
Monday 5 <sup>th</sup> December 2005	Planning Committee
Tuesday 6 <sup>th</sup> December 2005	Policy and Strategy Scrutiny
Wednesday 14 <sup>th</sup> December 2005	Executive Cabinet
Thursday 15 <sup>th</sup> December 2005	Standards Committee
Monday 19 <sup>th</sup> December 2005	Licensing Committee
Monday 9 <sup>th</sup> January 2006	Planning Committee
Tuesday 10 <sup>th</sup> January 2006	Council



Wednesday 18 <sup>th</sup> January 2006	Executive Cabinet
Thursday 19 <sup>th</sup> January 2006	Housing and Planning Policy Scrutiny
Tuesday 24 <sup>th</sup> January 2006	Health and Leisure Scrutiny
Monday 30 <sup>th</sup> January 2006	Licensing Committee
Tuesday 31 <sup>st</sup> January 2006	Policy and Strategy Scrutiny
Monday 6 <sup>th</sup> February 2006	Planning Committee
Thursday 9 <sup>th</sup> February 2006	Standards Committee
Wednesday 15 <sup>th</sup> February 2006	Executive Cabinet (Special – Budget)
Wednesday 22 <sup>nd</sup> February 2006	Executive Cabinet
Monday 27 <sup>th</sup> February 2006	Licensing Committee
Tuesday 28 <sup>th</sup> February 2006	Council (Special – Budget)
Monday 6 <sup>th</sup> March 2006	Planning Committee
Tuesday 7 <sup>th</sup> March 2006	Council
Wednesday 22 <sup>nd</sup> March 2006	Executive Cabinet
Thursday 23 <sup>rd</sup> March 2006	Housing and Planning Policy Scrutiny
Monday 27 <sup>th</sup> March 2006	Licensing Committee
Tuesday 28 <sup>th</sup> March 2006	Health and Leisure Scrutiny
Monday 3 <sup>rd</sup> April 2006	Planning Committee
Tuesday 4 <sup>th</sup> April 2006	Policy and Strategy Scrutiny
Thursday 6 <sup>th</sup> April 2006	Standards Committee
Wednesday 19 <sup>th</sup> April 2006	Executive Cabinet
Monday 24 <sup>th</sup> April 2006	Licensing Committee
Tuesday 2 <sup>nd</sup> May 2006	Council
Monday 8 <sup>th</sup> May 2006	Planning Committee
Tuesday 9 <sup>th</sup> May 2006	Council (Annual Meeting)

**BROMSGROVE DISTRICT COUNCIL**

**EXECUTIVE CABINET**

**15TH DECEMBER 2004**

**HEREFORD AND WORCESTER COMBINED FIRE AUTHORITY**

**- SECOND YEAR ACTION PLAN OF INTEGRATED RISK MANAGEMENT PLAN**

Responsible Portfolio Holder	Not applicable
Responsible Head of Service	Head of Administrative Services

**1. SUMMARY**

1.1 The Council has been consulted by the Hereford and Worcester Combined Fire Authority on the draft second year action plan of its Integrated Risk Management Plan. The consultation period ends on 24th December 2004. Members are asked to consider any response they may wish to submit to the Fire Authority.

**2. RECOMMENDATION**

2.1 That the comments set out in paragraph 3.7 of the report form the basis of the Council's response to the Fire Authority, together with any further comments that Members may wish to make.

2.2 That in view of the proximity of the closing date for responses, the Council's call-in procedure be waived.

**3. BACKGROUND**

3.1 Fire and Rescue Authorities are now required to produce an Integrated Risk Management Plan and associated annual action plans setting out clear priorities and objectives. Hereford and Worcester Combined Fire Authority produced its first Integrated Management Plan in April 2004 which set out a five year vision and strategy for improving efficiency and effectiveness of the Fire Brigade, whilst also providing value for money. The Plan contained the first year action plan detailing the objectives that would be carried out in 2004 in support of the vision.

3.2 The main focus of the Plan is to reduce risk in the community by a change in emphasis from firefighting to fire prevention.

3.3 The Fire Authority has now produced the draft second annual action plan which lists the objectives that will be carried out in support of the Integrated Risk Management Plan in 2005/06.

3.4 The Fire Authority has consulted the Council on this draft plan as part of a consultation process involving the public, members of the Fire Service and stakeholders. It is intended that following the consultation process, the final second year action plan will be made available by April 2005.

3.5 A copy of the Plan's Executive Summary is attached as Appendix "1". The full document is available in the Members' Room and can also be viewed on the Fire Authority's website at [www.hwfire.org.uk](http://www.hwfire.org.uk).

3.6 Consultees have been asked to respond to the following six questions:

1. Is the Action Plan clear about the Fire Authority's objectives and priorities and what the Authority is trying to achieve in 2005/06, if not how could it be improved?
2. Do you consider the balance between Prevention, Protection and Intervention to be appropriate? If not, how can this be improved?
3. Do you agree with our objectives for Prevention, if not, why not and what type of work would you like the Brigade to be involved/not involved with?
4. Do you agree with our objectives for Protection, if not, why not and what type of work would you like the Brigade to be involved/not involved with?
5. Do you agree with our objectives for Intervention, if not, why not and what type of work would you like the Brigade to be involved/not involved with?
6. Do the objectives for Prevention do enough to reduce the risk of fire in at risk groups? If not, why not and what initiatives would you like the Brigade to be involved with to inform these groups about the dangers associated with fire.

3.7 The Council's Community Safety Partnerships Officer has made the following comments regarding the Plan's contents in relation to the Community Safety Strategy, Community Outreach, Local Public Service Agreement and Working with Young People in the Community.

- These are key elements within Bromsgrove's Community Safety Partnership's own Strategy for 2005/08. As they are mandatory members of the Partnership, the Fire Service should ensure that their own Strategy in the above areas is co-terminous with Bromsgrove's.
- The Plan mentions appointment of Community Safety Manager/Officers and policies on young people but there is no mention of formal engagement with the Community Safety Partnerships and there is no reference to Anti Social Behaviour.
- There is a lot of joined-up working to be achieved and there are no references to this.
- Bromsgrove District Housing Trust (BDHT) and the Council's Community Safety Team have worked closely on BDHT's Anti Social Behaviour Strategy but there is no real reference to this level of co-operation. The Government for the West Midlands are very keen to see 'joined up' strategies. It needs to be more visible within the Fire Authority's Strategy. Also, there is no mention of support/input into Local Strategic Plans.

3.8 It is suggested that the above comments form the basis of the Council's response to the Fire Authority, together with any additional comments that Members may wish to submit.

#### **4. Financial Implications**

4.1 There are no financial implications to the Council arising from this report.

4.2 The Fire Authority has stated that its objectives for year one of the Integrated Risk Management Plan have been constrained by the Government's "capping" of the Fire Authority's budget and progress has therefore been slower than intended.

## **5. Legal Implications**

- 5.1 The Fire and Rescue Services Act 2004 placed a new statutory duty on Fire Authorities to promote fire safety.

### **Background Papers**

Letter from Chair of Hereford and Worcester Fire and Rescue Authority dated 12th October 2004.

E-mail from Community Safety Partnerships Officer dated 17th November 2004.

### **Contact officer**

Name: Karen Firth  
E Mail: k.firth@bromsgrove.gov.uk  
Tel: (01527) 881625

**BROMSGROVE DISTRICT COUNCIL**

**EXECUTIVE CABINET**

**15TH DECEMBER 2004**

**APPLICATION TO PURCHASE LAND AT REAR OF NOS. 2, 4 AND 6 GUILD ROAD  
BROMSGROVE**

Responsible Portfolio Holder	Councillor Mrs. M. M. T. Taylor
Responsible Heads of Service	Director of Planning Services Head of Administrative Services

**1. SUMMARY**

1.1 To consider an application to purchase part of an area of land owned by the Council.

**2. RECOMMENDATION**

2.1 That the application to purchase land to the rear of Nos. 2, 4 and 6 Guild Road, Bromsgrove be refused and Members consider if entering in to a licence agreement for use of the land would be appropriate.

**3. BACKGROUND**

3.1 Mr. and Mrs. Venables the owners of Nos. 2, 4 and 6 Guild Road, Bromsgrove have applied to the Council to purchase land adjoining their property. A map is attached at Appendix 1 which shows the location of their property and the area of land they wish to purchase. Mr. and Mrs. Venables have also expressed concern regarding the maintenance of the land which they suggest is currently unsightly.

3.2 The Head of Administrative Services has delegated powers to determine applications to purchase small areas of Council owned land. However as this particular area of land is potentially important to possible future plans of the Council and if sold the potential capital receipt would be significant, it is considered to be more appropriate to report it to this meeting for consideration.

3.3 The site has been inspected by the Head of Local Plans and the Head of Strategic Housing. The application submitted by Mr. and Mrs. Venables was also considered by Officers at a meeting of the Social Housing Development Project Team held on 7<sup>th</sup> October 2004. The Project Team felt that the land should be retained by the Council. The Head of Strategic Housing has commented that *"it would be prudent to retain the ownership of the land as it may prove to be a fundamental element in site assembly for affordable housing should adjoining land ever become available."*

3.4 Mr. and Mrs. Venables have indicated that if their application to purchase is unsuccessful they may ask Council to enter in to licence agreement with them to allow them to use the land as a garden and to clear and tidy the land to make its appearance more appealing. Mr. and Mrs. Venables are awaiting the decision of this meeting before deciding if that is a course of action they would wish to follow. Officers have indicated that they would have no objection to entering in to a licence agreement for use of the land subject to appropriate terms and conditions.

#### **4. Financial Implications**

4.1 If the land were sold the sale would generate a capital receipt.

#### **5. Legal Implications**

5.1 There are no legal implications.

#### **Background Papers**

Correspondence to and from Mr. and Mrs. Venables.

Extract from the notes of the Meeting of The Social Housing Development Project Team meeting held on 7th October 2004.

#### **Contact officers**

Name John Wright - Committee Group Leader (Scrutiny and Regulation)

E Mail [j.wright@bromsgrove.gov.uk](mailto:j.wright@bromsgrove.gov.uk)

Tel: (01527) 881411



Black line indicates Council owned  
 crosses indicate proposed purchase

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Scale 1:500

**BROMSGROVE DISTRICT COUNCIL**

**EXECUTIVE CABINET**

**15TH DECEMBER 2004**

**Council Tax Base Calculation 2005-06**

Responsible Portfolio Holder	Councillor R Hollingworth
Responsible Head of Service	Corporate Director - Resources

**1. SUMMARY**

**TAX BASE CALCULATION**

- 1.1 The Local Authority (Calculation of Council Tax Base) Regulations require the Council to determine its Council Tax base for the coming financial year and to notify precepting authorities of the outcome between 1st December and 31st January in the preceding financial year.
- 1.2 When determining the Tax Base, Councils are required to estimate the proportion of the tax to be collected in the coming year after making allowances for banding changes, exemptions, discounts, new properties and losses on collection. In addition, it is necessary to calculate the Tax Base, expressed as Band D equivalents, for the area as a whole and for individual parish areas.
- 1.3 With regard to financial year 2005-06, a collection rate of 98.5% is expected. When applied to the estimated Tax Base of 35,514.90 Band D equivalents, it results in a 'net' figure of 34,982.18.

**2. RECOMMENDATION**

- 2.1 That in accordance with the Local Authorities (Calculation of Tax Base) Regulations 1992 the Council's Tax base for 2005-06 assume a collection rate of 98.5% and be calculated at 34,982.18 for the area as a whole and for individual parishes as shown at point 3 of this report.

**3. BACKGROUND**

- 3.1 The taxbase calculation for each parish is detailed below (Band D equivalents).

<b><u>Parish Name</u></b>	<b><u>Gross</u></b>	<b><u>Net (98.5%)</u></b>
Alvechurch	2198.25	2165.28
Barnt Green	907.70	894.08
Belbroughton	1178.15	1160.48
Bentley Pauncefoot	181.56	178.84
Beoley	462.14	455.21
Bournheath	214.23	211.02
Catshill	2364.78	2329.31
Clent	1195.17	1177.24
Cofton Hackett	735.33	724.30
Dodford with Grafton	389.33	383.49
Finstall	278.37	274.19



<b><u>Parish Name</u></b>	<b><u>Gross</u></b>	<b><u>Net (98.5%)</u></b>
Frankley	51.49	50.72
Hagley	1968.52	1938.99
Hunnington	245.86	242.17
Lickey and Blackwell	2080.87	2049.66
Lickey End	1079.73	1063.53
Romsley	702.30	691.77
Stoke	1732.28	1706.30
Tutnall and Cobley	331.80	326.82
Wythall	4761.45	4690.03
Urban	12455.59	12268.77
TOTALS	35,514.90	34,982.18

**Contact officer**

Name Leigh Butler  
E Mail: l.butler@bromsgrove.gov.uk  
Tel: (01527) 881234

**BROMSGROVE DISTRICT COUNCIL**

**EXECUTIVE CABINET**

**15TH DECEMBER 2004**

**MEDIUM TERM FINANCIAL PLAN**

Responsible Portfolio Holder	Councillor Roger Hollingworth
Responsible Head of Service	Corporate Director (Resources)

**1. Summary**

1.1. To provide the Executive Cabinet with information related to the revenue and capital budget for 2005/6 and the following two years.

**2. Recommendations**

2.1. It is recommended that;

2.1.1. The report is noted and the assumptions contained within the formulation of the budget endorsed;

2.1.2. Executive Cabinet agree that only the statutory consultation is undertaken this year;

2.1.3. Executive Cabinet agree to the Pension Fund Contribution for the Council for 2005/6 be 15.7%;

2.1.4. Executive Cabinet give consideration to the inclusion of £14,000 within the revenue budget for 2005/6 to undertake more widespread consultation as part of the budget building process for future years;

2.1.5. The capital programme is limited to £1m per annum funded from the Council's own resources;

2.1.6. Executive Cabinet give consideration to fund housing grants over and above the £1m; and

2.1.7. Executive Cabinet approve the capital investment criteria as set out in 9.3.

**3. Update on Progress**

3.1. On 13<sup>th</sup> October 2004 the Executive Cabinet approved the budget process and timetable to be followed to establish the Council's revenue and capital budgets for 2005/6 and the medium term financial plan to 2007/8.

3.2. The timetable is attached at Appendix A together with an update as to the current position. The main issues to bring to members attention are as follows:

- 3.2.1. The Depot – the original target for completion of the base budget for the Depot was December 2004. This is still the target however there remains a lot of work to be undertaken to change the basis from the old CCT regime into a detailed set of estimates. In order to aid this process we have managed to secure the service of external consultants - Anna Klonowski and John Farrell who have been funded by an initial bid to the Capacity Building Fund.
- 3.2.2. Support Service Recharges – it had originally been hoped to have completed the work to review the support service recharges by now however having looked more closely at some of these it is clear that the overall process needs reviewing. This process will start in January and, whilst it will still undoubtedly be in need of refinement, recharges will be calculated on a more appropriate basis by March 2005.
- 3.2.3. Management Plans – as mentioned in the report on “What constitutes a typical financial year?” draft Management Plans / service plans should ideally be completed before the start of the budget process however this was not possible this year. A revised format has now been agreed and managers have been set a target of 31 January 2005 to complete draft plans – it is intended that they be formally agreed through Executive Cabinet.
- 3.2.4. Consultation. Some of the other Councils in Worcestershire have used a model called SIMALTO to undertake consultation on their budgets -this costs approximately £14,000. Given the short timescale between now and when the budget needs to be set it is recommended that only the statutory consultation (with business ratepayers) is undertaken this year but that Members give some consideration to including £14,000 within the revenue budget for 2005/6 to enable fuller consultation to be undertaken as part of the budget building process for future years.
- 3.2.5. Capital Strategy and Asset Management Plan – it had originally been intended to have reviewed these by now however, due to the need to prioritise workloads, completion of these will be delayed until March 2005. These are no longer a statutory requirement however they do represent good practice and are key to the effective operation of a council. In order to establish a capital programme some elements of the capital strategy, namely the capital investment guidelines, need to be approved. These will be covered later in the report.
- 3.2.6. Budget books – the content for these will be reviewed in order to try to provide a description of the service so that the financial information can, more easily, be put in context.

#### **4. Revenue Budget Projections**

- 4.1. Work on preparing the Council's proposed revenue budget requirements for 2005/6 is continuing, but our net total spending for each of the next three years if there were no changes to services or activities would be as follows:

##### ***Draft Figures***

	£
2005/6	9,904,375
2006/7	10,388,353
2007/8	10,885,378

- 4.2. As mentioned earlier in the report the work on establishing the base budget is continuing, especially with regard to the depot. For the purposes of the above and to illustrate that the council does face financial difficulties that need urgently addressing the overall budget for the depot has been inflated by 10%. An overall summary of the revenue budget is attached at Appendix B. Obviously as this broad assumption has been made the figures represented above, and at Appendix B are ***draft*** and will change.

4.3. The following assumptions have been made for the main elements of the budget:

Pay awards	2.95% (Note 1)
Utility costs	10.0%
Business rates	10.0%
Other costs	2.5%
Investment interest	4.25% (with assumption of £1m capital spend pa)
Pension fund increase	(Note 2)

Notes:

1. The current pay deal gives a pay award of 2.95% for 2005/6 and 2006/7 – for the purposes of this exercise it has been assumed that the same pay award will be granted in 2007/8.
  2. The Worcestershire Pension Fund actuary has completed its triennial valuation and it has assessed that in order to move toward a fully funded scheme for the next six years the rate would need to increase by incremental steps of 0.7% per annum to a maximum of 19.1% by 2010/11. Currently the employers rate is 15.0% and the projected amount for this council for 2005/6 is 15.7%. The Council does have the option to increase its pension fund contribution to 19.1% now if it so wishes. Based on the salary projections for the Council for 2005/6 a 0.7% increase would result in additional costs of £42,700 per annum whereas a 4.1% increase would result in additional costs of £250,100 per annum. It is recommended that given the financial position that the Council agree to the 0.7% increase.
- 4.4. Savings of 2% each year on the pay bill have been assumed through vacancy management. These savings will also be used to cover the costs of recruitment.
- 4.5. Officers are continuing to identify the costs associated with new legislative requirements (e.g. Civil contingencies) and other additional cost pressures. An indicative list of these pressures is listed at Appendix C, however officers will be looking to minimise these costs and full business cases will be prepared for each item.
- 4.6. One area of expenditure that the Council will be expected to significantly increase, under voluntary engagement is the amount for training and development. There may also be other pressures on the budget as a result of work required under voluntary engagement – these will become clearer once the recovery plan is agreed.
- 4.7. The costs of the “pressures” identified thus far is as follows:

2005/6	£ 725,000
2006/7	£ 889,725
2007/8	£1,043,050

Members obviously do not have to approve them all, however some of them are felt to be unavoidable.

## 5. Government Grant

- 5.1. The Council have received the provisional details of the amount of money that the Council will receive next year from the Government for revenue support and redistributed business rates. This is the third year of the new Formula Grant and, without other changes from last years in terms of the three components of the grant: changes to the methodology used by the Government in the formula grant system, changes to the data used (especially population), and changes to the amounts of money distributed to councils under the various elements of the grant system.
- 5.2. The main elements of the provisional grant settlement are (2004/5 figures provided for information):

	2004/5 £	2005/6 £	Increase £	Increase %
Redistributed business rates	2,433,864	2,599,731	165,867	6.81%
Revenue Support Grant	1,354,319	1,473,904	119,585	8.83%
<b>Formula Grant (FG)</b>	<b>3,788,183</b>	<b>4,073,635</b>	<b>285,452</b>	<b>7.54%</b>

- 5.3. As can be seen from the table above the Council (based upon the provisional grant settlement) will receive an increase of 7.54% over the amount it has received for 2004/5. This is felt to be a good settlement however that this will include the amount that the government feels necessary for us to take over the additional responsibilities of the civil contingencies legislation.
- 5.4. It should be noted that a number of the components of the grant settlement are provisional at this stage, and that the consultation ends on 11 January 2005 however it is unlikely that there will be significant changes to these figures.
- 5.5. Obviously in order to establish a robust three-year financial strategy the Council has to make an assessment of the likely level of grant increases for future years. The table below shows what we would receive in FG given a range of percentage increases:

Increase in formula grant	2006/7 £	2007/8 £
1% increase	40,736	41,144
2% increase	81,473	82,287
3% increase	122,209	123,431

- 5.6. Given the impacts of the Gershon Review it is felt that it is more prudent at this stage to only assume a 1% increase in FG for 2006/7 and 2007/8.

## 6. Council Tax & Collection Fund

- 6.1. Included elsewhere on the agenda is a report on the Council Tax Base for 2005/6. Based on a 5% increase in Council Tax for 2005/6 this would result in a demand on the Collection Fund of £5,472,962 an increase of £271,740 from 2004/5.
- 6.2. Based upon recent experience and taking account of likely increase in number of properties it is assumed that the Council Tax base will increase by 0.5% per annum for 2006/7 and 2007/8. The table below shows the demand on the Collection Fund for a range of increases in Council Tax (assuming a 0.5% increase in Council Tax Base for 2006/7 and 2007/8):

	2005/6 £	2006/7 £	2007/8 £
5% increase	5,472,962	5,775,255	6,094,215
10% increase	5,733,579	6,050,535	6,384,651
Each 1% increase	52,123	54,845	57,946

6.3. Given the capping of budgets, by the Government, in this financial year Members will need to give careful consideration to the level of increase in Council Tax. It has been reported that as a result of the provisional grant settlement figures that the Government will be even stricter on council tax increases than last year.

6.4. It is assumed that there will not be a surplus or deficit on the Collection Fund.

## 7. Overall position

7.1. The following table sets out the overall net position for each of the three years:

	2005/6 £	2006/7 £	2007/8 £
Base budget net spending	9,904,375	10,388,353	10,885,378
Government Grant (FG)	4,073,635	4,114,371	4,155,515
<b>Balance to be funded locally</b>	<b>5,803,740</b>	<b>6,273,982</b>	<b>6,729,863</b>
Assumed council tax income	5,472,962	5,775,255	6,094,215
<b>Shortfall</b>	<b>357,778</b>	<b>498,727</b>	<b>635,648</b>
Pressures	725,000	889,725	1,043,050
<b>Overall Shortfall</b>	<b>1,082,778</b>	<b>1,388,452</b>	<b>1,678,698</b>

7.2. The above table assumes an indicative Council Tax increase for our part of the Council Tax of 5% each year, with increases in the tax base of 0.5% each year.

7.3. If the Council is to set a balanced budget in each of the next three years it will need to address this shortfall of funds, i.e., find savings in the base budget or increase income. Any additional spending would also need to be funded from income, from balances or from further savings.

7.4. We are currently closing the accounts for 2003/4 and the general fund balance is expected to be £1.544m. It is assumed that the use of balances/earmarked reserves for the current financial year will be contained within the amount established when the budget was set in March 2004. Thus the balance available would be £1.351m.

7.5. It is felt that a prudent level of working balance for an authority of this size is 8.5% of net expenditure this equates to approximately £850,000 and it suggested that throughout the course of this budget strategy the working balance is, as a minimum, kept at this level. By adopting this policy this would enable the Council to use £0.5m over the course of the three years (assuming of course that the spend for the revenue budget in 2004/5 is retained within budget).

## 8. Challenge Process

8.1. Given the need to identify substantial savings (as demonstrated above) in the revenue budget over the course of the three years a "challenge process" has been developed to ensure that all elements of the budget are closely scrutinised.

8.2. The purpose of this challenge process is to come up with a variety of options for savings for Members consideration so that the budget can be balanced.

- 8.3. The documentation for this exercise is shown at Appendix D and seeks to determine the validity of all budgets, ascertain how they contribute to the Council's objectives and priorities and identify other options for service delivery. Each Head of Service / Director will meet with the two Corporate Directors to go through line by line, each area of the budget to undertake this process.
- 8.4. The meetings will be concluded by the end of December 2004 and options for savings will be finalised early in the New Year and reported to Members for decision.
- 8.5. As can be seen by the documentation the challenge process will examine how all aspects of the Council's budget contribute towards the objectives and priorities of the Council agreed at its meeting in November 2004. This may have implications for staff and members should be aware of this and that there may be a short term cost implication to some proposals.

## **9. Capital Programme**

- 9.1. The Capital Programme is being reviewed in accordance with the timetable and process shown in Appendix A. Due to the projected budget shortfall and the need to retain the Council's investment portfolio at a level, in order to maximise the investment interest, any capital schemes that has not started by December 2004 will need to be the subject of a business case and will be put to Members to decide if the scheme can proceed. For clarity the definition of a scheme that has started is one that has gone out to tender.
- 9.2. In order to maximise the level of investment interest it is suggested that the use of the Council's capital receipts to finance the capital programme is limited to a maximum of £1 million per year. Members may want to consider Housing Grants, such as Disabled Facilities Grants, outside of this amount.
- 9.3. As mentioned above the capital strategy would normally set investment criteria for assessing capital schemes. In the absence of this it is recommended that the Council agree the following investment criteria:

A scheme will:

- Maintain existing assets to standards suitable for service delivery.
- Improve and acquire assets to meet service and customer needs.
- Improve the stewardship of assets; spend to save (innovative schemes that will secure the Council a better rate of return than the investment interest earned); to reduce longer-term problems and liabilities.
- Satisfy legal obligations of the Council (e.g. health and safety requirements, and compliance with the disability discrimination legislation).
- Develop community assets in areas of need.
- Maximise the use of other funds to encourage investment in specific areas such as energy efficiency, economic development and infrastructure developments (using funds derived from Section 106 agreements with developers).
- Maximise the benefits of partnership working.

## **10. Financial Implications**

- 10.1. Included in above.

**11. Legal Implications**

11.1. None.

**12. Other Sub Headings**

12.1. None .

Personnel Implications
Governance/Performance Management Considerations
Community Safety Considerations
Risk Management Considerations
Policy Considerations
Environmental Considerations
Equalities Implications

**Background Papers**

Report to Executive Cabinet 21<sup>st</sup> July 2004 – Customer Services

**Contact officer**

Name: Kevin Dicks, Corporate Director (Resources)

E Mail: [k.dicks@bromsgrove.gov.uk](mailto:k.dicks@bromsgrove.gov.uk)

Tel: (01527 881487)



**Budget Timetable - Update**

**Revenue**

<b>Original Date</b>	<b>Original Action</b>	<b>Update</b>
20 Sept	A hard copy of the budget spreadsheets will be sent out to all budget holders. The spreadsheet will detail actual expenditure 2003/04, latest estimate 2004/05 and the base budgets for each of the years 2005/06, 2006/07, 2007/08 for each cost centre for which they are responsible.	Issued in accordance with timetable.
27 Sept	Guidance and documentation to be issued on business cases, management plans and options for change.	Issued in accordance with timetable.
27 Sept	A copy of the relevant payroll estimates for each of the years 2005/06 to 2007/08 will be sent to each budget holder.  <i>It is the responsibility of the budget holder to ensure that all posts/personnel/scale points and fixed term contract details are correct.</i>	Issued in accordance with timetable.
27 Sept	Support Service recharges - Accountancy Services to issue a “Charging Form” to Budget Holders asking them to provide a split of staff time (for each post in the structure) over the various services. Separate information will be required for the current financial year, as opposed to future years. At the same time non-staff related data such as estimated number of debtor invoices, creditor invoices etc. will be requested. In completing the charging forms budget holders should have regard to what staff will be doing in the future rather than what they are doing now, they should also identify a split for each year. For the majority of staff this will be the same from year to year however for some staff they will be involved in project work that will alter the split of their time.	Not progressed due to need to concentrate on base budget. The whole concept of support service recharges will be reviewed as soon as the base budget data is completed. This does not significantly affect the base budget proposals.

Original Date	Original Action	Update
27 Sept to 5 Nov	<p>Budget holders to meet with their accountant to discuss any changes to the existing budgets (contained within the papers sent out on 20 September). The only changes that will be permitted to the existing base budgets will be by way of virement (however please refer to earlier note on the use of additional income), plus identification of any savings. Any bids for increased resources will be dealt with as part of the identification of Council priorities during October and November (Please see below). Inflation and profiling of budgets will also be discussed at the meetings.</p> <p><i>Note: In order to improve the robustness of our budget process we need to improve the way that we calculate the budgets for major items of income – planning fees, land charges, building control, car parking charges. We need to calculate the likely level of income based on usage and level of fees rather than simply rolling forward the budget – we also need to assess the risks associated with these levels of income.</i></p>	<p>Completed with the exception of the Depot which was originally and still is targeted for completion at the end of December 2004.</p> <p>Profiling of budgets will be discussed with budget holders towards the end of the process when it becomes clearer as to the agreed budget. This does not affect the base budget.</p>
27 Sep to 5 Nov	Accountancy Services to undertake work on different scenarios with regard to major elements of expenditure e.g. different levels of pay award and the impact on budgets.	Ongoing.
27 Sep to 5 Nov	Budget holders to give consideration to fees and charges and submit to Accountancy Services the proposals.	Ongoing – will be reviewed as part of the exercise to identify savings.
13 Oct	Executive Cabinet preliminary approval to Council priorities 2005/06 to 2007/08	Council Objectives approved in November – in order to complete a robust three year financial strategy greater clarity is needed around what are priorities and more importantly what are not priorities. This is needed if we are going to be able to effectively “challenge” the budget to identify reductions.

<b>Original Date</b>	<b>Original Action</b>	<b>Update</b>
29 Oct	Asset Management Plan and Capital Strategy reviewed and updated to assist with formulation of budget strategy.	Ongoing – due to lack of resources this has been delayed however this is not a statutory requirement however both will be brought before members for formal agreement before March 2005..
5 Nov	Return of Charging form by budget holders to Accountancy Services	See above for update on support service recharges.
5 Nov	Return of all other budget information and draft management plans.  <i>Note: Ideally, in accordance with my report on “What constitutes a typical financial year” management plans should be completed by the end of September however due to the work required for the recovery plan it is felt that this can’t be achieved until 5 November.</i>	Draft management plans delayed due to formulation of small working group to consider most appropriate format.  Revised date for draft plans 31/12/04
23 Nov	Council preliminary approval to Council priorities 2005/06 to 2007/08.	See above comment on priorities.
3 Dec	First draft base budgets available (including recharges and capital charges).	Completed with the exception of the depot and support service recharges – see above notes.
3 Dec	Officers / Members to have identified specific work / projects required to achieve Council priorities. Budget holders must ensure that Accountancy Services are involved in “costing up” of proposals.	Officers will need to submit business cases by this deadline.
Mid Dec	Calculation of base budget requirement (variety of scenarios), together with cost of priorities, and including Government Grant indications, to be completed.	On target.
Dec	Presentations to Scrutiny Committees on the budget process	Presentation to Scrutiny Committees on process, assumptions, government grant settlement
15 Dec	Executive Cabinet to consider base budget, cost of priorities and the process to be followed for consideration of the budget.	On target for base budget. Still need greater clarity around Council’s priorities for this to happen
Mid Dec to 3 Feb	Officers to identify budget reductions (if they are required) in order to balance the budget.	Ongoing – “challenge” process started on 29 November

<b>Original Date</b>	<b>Original Action</b>	<b>Update</b>
Jan / Feb	Consideration by Scrutiny Committees of detailed budget for each area and proposed budget reductions (if required).	On target
15 Feb	NNDR consultation	Format to be decided.
19 Jan	Consideration by Executive Cabinet of overall budget.	Ongoing.
Jan/Feb	Undertake consultation with public on proposed budgets (note full year effect may not happen in 2005/06)	Need to consider what we do
16 Feb	Consideration by Executive Cabinet of budget for 2005/06 and budget strategy to 2007/08.	Ongoing.
1 Mar	Approval by Council of budget for 2005/06 and budget strategy to 2007/08.	Ongoing.
By 31 Mar	Issue of budget books.	Ongoing.

### **Capital Budget**

<b>Original Date</b>	<b>Original Action</b>	<b>Update</b>
19 Nov	The estimated level of capital receipts for the period 2004/05 to 2007/8 will be reviewed – it is expected that this work will be undertaken by the Capital Assets Projects Group (CAPG).	On target.
Oct / Nov	Officers and Members to review capital expenditure requirements to ascertain whether the current capital provisions are sufficient – this may include a full review of the existing capital program. This will be overseen by CAPG. The IEG budget requirements will be assessed by the proposed E-Government Team and included within the proposed capital programme.	Ongoing  E-Government group to be re-formed – membership being reviewed.

## DRAFT REVENUE BUDGET 2005-06 - GENERAL FUND SUMMARY

	2004-2005 ORIGINAL BUDGET £	2005-2006 DRAFT BUDGET £	2006-2007 DRAFT BUDGET £	2007-2008 DRAFT BUDGET £
<b>BASE COST OF GENERAL FUND SERVICES</b>	<b>11,597,957</b>	<b>11,597,957</b>	<b>12,236,359</b>	<b>12,767,728</b>
<b>ADD INFLATION :</b>				
PAY		257,686	226,230	232,025
GENERAL		229,181	149,846	155,535
DEPOT INCREASE 10%		251,460	257,747	264,190
<b>LESS INFLATION ON INCOME GENERATED</b>		<b>-99,925</b>	<b>-102,454</b>	<b>-104,962</b>
<b>REVISED BUDGET</b>		<b>12,236,359</b>	<b>12,767,728</b>	<b>13,314,516</b>
<b>LESS ADDITIONAL INCOME</b>				
Impact of implementing car park key pads		-30,000	-30,750	-31,519
Income from service agreements with BDHT		-245,627	-251,768	-258,062
Income relating to share of council house sales from BDHT		-150,000	-142,500	-135,400
Less: Asset Management Revenue Account	-727,557	-727,557	-727,557	-727,557
Less: Contingency Reduction for Employee Vacancies	-100,000	-103,000	-106,000	-109,000
Less: Investment Income	-1,288,000	-1,015,800	-1,059,000	-1,104,000
Less: Recharge to Capital Programme		-60,000	-61,800	-63,600
<b>NET OPERATING EXPENDITURE</b>	<b>9,482,400</b>	<b>9,904,375</b>	<b>10,388,353</b>	<b>10,885,378</b>
Contributions to(+)/from(-) Specific Reserves	-300,000	0	0	0
<b>AMOUNT TO BE MET FROM GOVERNMENT GRANTS &amp; LOCAL TAXPAYERS</b>	<b>9,182,400</b>	<b>9,904,375</b>	<b>10,388,353</b>	<b>10,885,378</b>
Prior Year Surplus on Collection Fund	0	0	0	0
Contribution to/from(-) Working Balances	-192,996	0	0	0
Revenue Support Grant	-1,354,319	-1,473,904	-1,488,643	-1,503,529
Distribution from Non Domestic Rate Pool	-2,433,864	-2,599,731	-2,625,728	-2,651,986
<b>DEMAND ON COLLECTION FUND</b>	<b>5,201,222</b>	<b>5,830,740</b>	<b>6,273,982</b>	<b>6,729,863</b>
		<b>12.10%</b>	<b>7.60%</b>	<b>7.27%</b>
DEMAND ON COLLECTION FUND		5,830,740	6,273,982	6,729,863
AMOUNT RAISED FROM 5% INCREASE IN COUNCIL TAX		-5,472,962	-5,775,255	-6,094,215
<b>SHORTFALL</b>		<b>357,778</b>	<b>498,727</b>	<b>635,648</b>
ADD PRESSURES IDENTIFIED PER APPENDIX C		725,000	889,725	1,043,050
<b>SHORTFALL</b>		<b>1,082,778</b>	<b>1,388,452</b>	<b>1,678,698</b>

APPENDIX C

**BUDGET PRESSURES 2005/06 - 2007/08**

	2005/06 £	2006/07 £	2007/08 £
Provision of Corporate Training Strategy	200,000	200,000	200,000
Implementation of Single Status	50,000	50,000	400,000
Impact of Statutory obligation re Civil Contingencies	26,000		
Local Development Scheme		200,000	
Consultation Work	10,000	10,250	10,500
<i>To fund new planning policy requirements re consultation - cost of venues , increased advertising , publishing of documents</i>			
Legal / Consultant - Tree work	10,000	10,250	10,500
<i>To fund cost of legal work in light of increasing litigation arising from subsidence claims</i>			
Shopmobility - <i>Additional costs to provide full year service</i>	15,000	15,500	16,000
Street Furniture & signs	45,000	41,125	42,250
<i>to achieve appropriate standard level of Street Furniture &amp; signs in the district</i>			
Car Parking - <i>improve facilities / revised assessment of multi storey car park</i>	8,000	8,200	8,400
Shortfall in income generated from planning applications	25,000	12,500	7,500
Management fee payable to BDHT for management of housing functions	236,000	241,900	247,900
R&R reserve re vehicles / IT	80,000	80,000	80,000
Task group funding per taxi ranks report	20,000	20,000	20,000
<b>PRESSURES IDENTIFIED</b>	<b>725,000</b>	<b>889,725</b>	<b>1,043,050</b>

# Option Appraisal: Staff

Service Area:

Staff	Proposed budget change				Impact Analysis		
	Description (What is option?)	2005/6 (£)	2006/7 (£)	2007/8 (£)	Financial implication of proposed change	Non financial implications of proposed change	Link to objectives / priorities
Post title	Do nothing	Amount including oncosts	Amount including oncosts	Amount including oncosts	N/A	What are the impacts on service delivery / risks of this option	How does this expenditure contribute towards the councils objectives and priorities
Post title	Relocate officer to work on priorities	Amount including oncosts	Amount including oncosts	Amount including oncosts	Possible redundancy costs & increased salaries of lower level staff if post was relocated / deleted	What are the impacts on service delivery / risks of this option	How does this expenditure contribute towards the councils objectives and priorities
Post title	Reduce post to part time (18.5 hours)	Amount including oncosts	Amount including oncosts	Amount including oncosts	Possible redundancy costs & increased salaries of lower level staff	What are the impacts on service delivery / risks of this option	How does this expenditure contribute towards the councils objectives and priorities
Post title	Delete post	Amount including oncosts	Amount including oncosts	Amount including oncosts	Redundancy costs & increased salaries of lower level staff if post was deleted	What are the impacts on service delivery / risks of this option	How does this expenditure contribute towards the councils objectives and priorities

Signed (budget holder) .....

Challenged by (Strategic Director) .....

Column 1: Complete for each member/group of staff; column 2 complete all 3 options; column 7 include here - capability implications; service delivery implications; implications for new priorities, other HR implications; opportunity cost implications.

# Option Appraisal: Service Delivery

Service Area:

Budget head	Proposed budget change				Impact Analysis		
	Description (What is option?)	2005/6 (£)	2006/7 (£)	2007/8 (£)	Financial implication of proposed change	Non financial implications of proposed change	Link to priorities
Description of expenditure	Do nothing	0	0	0	N/A	What are the impacts on service delivery / risks of this option	How does this expenditure contribute towards the councils objectives and priorities
Description of expenditure	10% reduction	10% reduction in budget amount	10% reduction in budget amount	10% reduction in budget amount	N/A	What are the impacts on service delivery / risks of this option	How does this expenditure contribute towards the councils objectives and priorities
Description of expenditure	30% reduction	30% reduction in budget amount	30% reduction in budget amount	30% reduction in budget amount	N/A	What are the impacts on service delivery / risks of this option	How does this expenditure contribute towards the councils objectives and priorities
Description of expenditure	No service	Deletion of budget	Deletion of budget	Deletion of budget	N/A	What are the impacts on service delivery / risks of this option	How does this expenditure contribute towards the councils objectives and priorities

Signed (budget holder) .....

Challenged by (Strategic Director) .....

Column 1: Complete for each budget heading; column 2 complete for each of the 4 options; column 7 include here service delivery and opportunity cost implications.



## Option Appraisal: Income Generation

Service Area:

Budget head	Proposed budget change				Impact Analysis		
	Description (What is option?)	2005/6 (£)	2006/7 (£)	2007/8 (£)	Financial implication of proposed change	Non financial implications of proposed change	Link to priorities
Providing service to other organisations	Provision of service to other bodies	Additional income generated	Additional income generated	Additional income generated	Additional staffing costs	What are the impacts on service delivery / risks of this option	How does this expenditure contribute towards the councils objectives and priorities
Increase income	15% increase				Additional staffing costs	What are the impacts on service delivery / risks of this option	How does this expenditure contribute towards the councils objectives and priorities
Increase income	50% increase				Additional staffing costs	What are the impacts on service delivery / risks of this option	How does this expenditure contribute towards the councils objectives and priorities
Increase income	100% increase				Additional staffing costs	What are the impacts on service delivery / risks of this option	How does this expenditure contribute towards the councils objectives and priorities

Signed (budget holder) .....

Challenged by (Strategic Director) .....

**BROMSGROVE DISTRICT COUNCIL**

**EXECUTIVE CABINET**

**15TH DECEMBER 2004**

**BROMSGROVE DISTRICT CUSTOMER SERVICE CENTRE**

Responsible Portfolio Holder	Councillor Roger Hollingworth
Responsible Head of Service	Corporate Director (Resources)

**1. Summary**

- 1.1. This report seeks to update members with regard to the progress made towards the opening of the Bromsgrove District Customer Service Centre and to request the release of additional funds for IT equipment.

**2. Recommendations**

- 2.1. It is recommended that;
- 2.1.1. The progress made, to date towards the opening of the centre is noted;
- 2.1.2. £45,000 from the amounts set aside for the project be released to fund the furniture and fittings required at the Centre; and
- 2.1.3. £43,000 from the amounts set aside for the project be released to fund the additional IT equipment required at the Centre.

**3. Background**

- 3.1. At its meeting on 21<sup>st</sup> July 2004 Executive Cabinet agreed to locate the Bromsgrove District Service Centre at the Dolphin Centre. Furthermore it was agreed that the Contact Centre (to serve telephone customers) would also be located at the Dolphin. In order to achieve the required timetable it was necessary for the contract for the works to the Dolphin to be extended to cover the Service Centre – this needed a decision by full Council which was taken on 27<sup>th</sup> July 2004. The cost of this was £415,000 of which this Council's contribution was £207,500 which was funded out of the £350,000 set aside for the project. This left a balance of £142,500
- 3.2. At its meeting on 17<sup>th</sup> August 2004 Executive Cabinet agreed to:
- 3.2.1. existing customer contact points being kept open for a transitional period of 3 months;
- 3.2.2. a 'meet and greet' service only be provided from the Council House after the transitional period is over;
- 3.2.3. the following structure with regard to Customer Services:
- Customer Services Manager SCP43-48
  - Assistant Customer Services Manager SCP28-32
  - 11 FTE Customer Services Advisors SCP18-25

- 3.2.4. that the Customer Services Manager reports direct to the Corporate Director (Resources) and that recruitment to the post be undertaken as soon as possible;
- 3.2.5. the following services are provided from Day 1:
- Cash collection and cash office
  - Concessionary fares
  - Excess charge payments
  - Revenues and benefits (the exact level of this will need to be agreed)
  - Calls with regard to refuse collection and recycling
- 3.2.6. that the estimated increased costs of £38,750 for 2004/5 be met from salary savings;
- 3.2.7. Executive Cabinet endorse the moratorium on posts graded Scale 1 – 5 and agree that the Council should try to secure employment, wherever possible, for staff at risk by way of the redeployment policy; and
- 3.2.8. the proposed next steps and indicative timeline are noted.

#### **4. Building Works**

- 4.1. The building contractors had originally promised that they would complete the building works by 31<sup>st</sup> December 2004. It was then estimated that it would take approximately 2 weeks to ensure that all of the necessary IT equipment is installed with a further 2 week period to enable staff training to be undertaken on site which would result in the opening of the centre at the end of January.
- 4.2. The contractors have now indicated that they are unlikely to achieve the 31<sup>st</sup> December 2004 deadline and have given a revised date of 15<sup>th</sup> January 2004 this obviously means that the opening date of 1<sup>st</sup> February 2004 is unlikely to be achieved. We are continuing to press the contractors and we are holding weekly contract meetings to ensure that they understand the importance of this project to the Council.
- 4.3. Originally the County had indicated that the Service Centre would need to be up and running by 1st February 2005 to achieve the PSA Reward Grant however the County have confirmed that opening at the beginning of March will be sufficient to satisfy the PSA target, however we will continue to keep the pressure on the contractors to deliver the project as quickly as possible.
- 4.4. From the Council's perspective we could look to reduce the on site training period in order to open as soon as possible however it is recommended that the opening of the centre is delayed until 1<sup>st</sup> March this will give us more time to ensure that staff are appropriately training and that the appropriate processes are in place.

#### **5. Staffing and Training**

- 5.1. The Executive Cabinet agreed to a staffing establishment of:
- Customer Services Manager
  - Assistant Customer Services Manager
  - 11 FTE Customer Services Advisors

- 5.2. Following an intensive period of recruitment the following staff have been appointed:

Customer Services Manager *Roger Horton*  
(external appointment from Dudley Metropolitan Borough Council – will join us early in January)

Assistant Customer Services Manager *Val Jarvis*  
(internal appointment from Revenues and Benefits who has already taken up her appointment in order to assist with driving forward the project)

Customer Services Advisors  
Kim Mayall (full time)  
WCC appointment social services background

Suzanne Agar (3 days a week)  
WCC appointment social services background

Linda Harvey (full time)  
Internal appointment planning background

Claire Lawrence (full time)  
Internal appointment cash office background

Lesley Monks-Smith (full-time)  
Internal appointment benefits background

Irene Goring (full time)  
Internal appointment benefits background

Elaine Currall (full time)  
Internal appointment cash office background

Norma Porter (20 hours per week)  
Internal appointment receptionist background

Ann Davies (full time)  
Internal appointment cash office background

Claire Jones (full time)  
WCC appointment transport background

- 5.3. We were assisted by the Customer Services Manager from Malvern Hills District Council in the appointment of our manager. WCC were also involved in the appointments of the Managers, Assistant and all advisors.

- 5.4. It is felt that the recruitment process went well and that with the individuals we have appointed that we have the base for an excellent team.

- 5.5. The internal appointments will formally take up their posts on 13<sup>th</sup> December 2004 in order to go through the intensive training package that is being developed. The staff will also be asked to work on the processes and procedures in order to enable the centre to open. Managers of the service areas that the staff are being transferred from will be putting in place alternative arrangements to ensure that we still continue to provide the services. There may some additional short term costs that will be funded out of the money set aside for the transitional arrangements.

- 5.6. This leaves 2 Full Time Equivalent positions to be filled and it is felt that in order to have greater flexibility within the team that these should all be filled by part time staff. External adverts have now been placed.
- 5.7. At the start of this process 13.5 posts within BDC were identified as being at risk, following the recruitment process 9 of these have found alternative employment within the Council. Therefore 4 posts remain at risk and we will be continuing to find these individuals alternative employment.
- 5.8. The County Council have confirmed that they will fund an additional 3 full time equivalent staff when the service centre start to take on more County services.
- 5.9. Minimum training should include:-
- Customer focus training
  - Dealing with difficult customers/ armed hold up training
  - Relevant large service area specific training i.e. revenues, benefits, client services, planning, electoral registration.
  - Cash office – if applicable
  - Telephony training
  - Corporate Training – County run an induction training course and it is advisable to run a familiarisation course on District Council matters.
  - Specific CRM – eshop training. Back office staff will also require training as they will receive the eshop service requests.

## **6. Day 1 Services**

- 6.1. At its meeting on 17<sup>th</sup> August 2004 Executive Cabinet agreed to the following services be provided from day 1:
- Cash office function
  - Revenues and benefits (the exact level of this will need to be agreed)
  - Calls with regard to refuse collection and recycling
  - Environmental Health
- 6.2. In order to fully understand the service areas and to determine what the Customer Service Centre will provide and what will be expected of the “back office” a template was designed (Appendix A). These are currently being completed for all service areas (regardless of whether they are Day 1 Services or not).
- 6.3. The templates will help us to design the timetable for the take on of services, the training plan and what systems and procedures need to be put in place.
- 6.4. It is worth reiterating that in order to achieve the “vision” for the service centres the Council will need to undertake a lot of work to reengineer business processes so that work can be moved from the back office to the front (including document image processing and workflow). This process is expected to take at least 18 months to 2 years and throughout this time additional services will be provided through the service and contact centres. It was originally hoped that the transitional period for the services that do not transfer from day 1 would be 3 months – this will need to be reviewed as the project develops and may need to be increased.
- 6.5. We are continuing to work with BDHT to see whether they will come on board as part of the Service Centre in order to offer a better service for the community – this will not be day 1 as priority will be given to BDC and County Council services.

## 7. IT and Furniture Costs

- 7.1. The Worcestershire Hub Partnership provide a basic level of IT (including 19 PC's) as part the programme. In order to provide the full range of services the Council requires the following additional investment:

	£
Fibre connection to centre (50% funded by County)	5,000
Additional PC's	11,000
3 multi functional Laser Printers less the contracted cost of 1 laser printer & 1 scanner)	4,920
Scanner	10,000
1 desktop printer (manager)	120
Comms cabinet	1,040
Digital trunk card (our telephone switch)	4,500
Photocopiers	6,000
<b>Total</b>	<b>42,580</b>

- 7.2. It is recommended that Executive Cabinet agree to the release of £43,000 from the remaining funds set aside for this project.
- 7.3. In addition to the costs shown above the County Council will pick up the costs associated with a change to the network infrastructure which seeks to improve security.
- 7.4. As part of the Worcestershire Hub agreement the County and the District split all costs related to furniture (desks/pods/cash points etc.) equally. The cost to this Council of the proposals for the service centre is estimated at £45,000 and it is recommended that this sum be released from the remaining funds set aside for this project.

## 8. Customer Services Working Group

- 8.1. In order to drive forward the work needed to open the Customer Service Centre a Customer Services Working Group was set up. This group has undertaken a lot of hard work as follows:

- Completion of templates
- Developing roadshows for staff so that all staff could get a better understanding of what the centre will be like to work in / impact on back office. We were assisted in this by representatives from the County and other districts.
- Starting to publicise the opening of the centre, flyers (accompanying Council Tax bills) and stickers to go on all correspondence. We have been congratulated by the County on this and the roadshows.
- Member roadshows will be held – to include County Councillors
- Community Roadshows will be held in the new year and will focus on electronic service delivery

## 9. Car Parking

- 9.1. Car parking at the centre needs to be addressed especially with regard to whether customers will be required to pay. However as the Centre will be located adjacent to the Dolphin Centre it is suggested that the issue of car parking be looked at for both the Dolphin Centre and the Customer Service Centre and that a future report be brought to the Executive Cabinet in the near future.

## **10. Works to the Council House**

- 10.1. As a result of the opening of the service centre it will be necessary to rationalise the office accommodation at the Council House. This will include looking at the “meet and greet” facility to offer a more appropriate service as well as closing the other reception points.
- 10.2. Detailed options together with costings will be brought before members once there is greater clarity around the opening of the service centre and the take on of other services e./g. planning. The options will include an investigation into the feasibility of creating a centralised post room in which all post will be scanned into the Document Imaging system as soon as it is received. Once scanned these documents can then be electronically transferred around the Authority using the Document management system and workflow tools. It is anticipated that these costs will be contained within the £350,000 available for this project.

## **11. Financial Implications**

- 11.1. Due to the delay in recruitment to some of the positions there will be a saving to the Council however this will be utilised to ensure service levels can be retained until the centre is open.

## **12. Legal Implications**

- 12.1. None.

## **13. Other Sub Headings**

- 13.1. None .

Personnel Implications
Governance/Performance Management Considerations
Community Safety Considerations
Risk Management Considerations
Policy Considerations
Environmental Considerations
Equalities Implications

## **Background Papers**

Report to Executive Cabinet 21<sup>st</sup> July 2004 and 12<sup>th</sup> August 2004 – Customer Services

## **Contact officer**

Name: Kevin Dicks, Corporate Director (Resources)  
E Mail: [k.dicks@bromsgrove.gov.uk](mailto:k.dicks@bromsgrove.gov.uk)  
Tel: (01527 881487)

**Bromsgrove District Customer Service Centre – Service Template**

<p><b><u>Description of current service</u></b></p> <p>(Broken down into each step of the process – i.e., customer comes to Admin reception with a local search enquiry, then is sent back to Cash office)</p>
<p><b><u>Staff involved</u></b></p> <p>List all staff involved in process</p>
<p><b><u>Documents to be received from customer</u></b></p> <p>List all potential documents to be received from customer</p>
<p><b><u>Documents to be given to customer</u></b></p> <p>List all potential documents to be given to customer</p>
<p><b><u>Is cash paid for service</u></b></p> <p><b><u>Is there any third party cash involved? i.e., cash tins?</u></b></p>
<p><b><u>Is a signature required from an officer of the Council/</u></b></p> <p><b><u>Is this the same person who deals with all of the request?</u></b></p>
<p><b><u>Is the system IT driven or manual – if IT what system?</u></b></p>
<p><b><u>Is an interview room required – if so frequency and for what?</u></b></p>
<p><b><u>Any other relevant comments</u></b></p>



**BROMSGROVE DISTRICT COUNCIL**

**EXECUTIVE CABINET**

**15TH DECEMBER 2004**

**REVENUES AND BENEFITS – CHANGE TO ESTABLISHMENT**

Responsible Portfolio Holder	Councillor R Hollingworth
Responsible Head of Service	Corporate Director - Resources

**1. SUMMARY**

- 1.1 To give consideration to changes to the structure of the staffing establishment of the Revenues and Benefits Section in order to drive forward the improvements needed within the section as part of its recovery programme.

**2. RECOMMENDATION**

It is recommended that:

- 2.1 the existing post of Principal Benefits Officer (post T94) be re-graded to SCP 39-43 (£29,100 to £32,217);
- 2.2 The existing post of Benefits Assessor (post T115B) be deleted from the establishment SCP14-25 (£13,953 to £19,092); and
- 2.3 delegated authority is given to the Corporate Director (Resources) to deal with any regrading issues for the Head of Revenues and Benefits in accordance with the Council's regrading policy

**3. BACKGROUND**

- 3.1 The benefit service requires a manager to assist the Head of Revenues to ensure that the Council meet the requirements of the Benefit Fraud Inspectorate (BFI) and the Department of Works and Pensions (DWP) for dealing with claims for Housing and Council Tax benefits at a national standard. Members will be aware that the revenues and benefits service is a key area for improvement for the Council as part of its Recovery Plan.
- 3.2 The BFI in June 2005 will be completing a full inspection of the benefit service and this requires preparation beforehand. It is therefore suggested that the Council take urgent steps to fill the post of Principal Benefits Officer.
- 3.3 The post-holder will be actively involved dealing with Council's Recovery Plan for the Revenue and Benefits service to include recommendations made by the BFI.
- 3.4 The Senior Benefits Officer post has been vacant since May 2001. The position has been advertised on three occasions on SCP29-34 and subsequently re-graded to SCP37-40. The post was then re-advertised and two applications were received however neither of the candidates had any experience in either Housing or Council Tax benefits.

- 3.5 In order to attract suitable candidates the position needs to be re-graded from SCP 37-40 (£27,372 to £29,865) to 39-43 (£29,100 to £32,217). This salary level has been benchmarked against similar sized authorities and includes some of our neighbours.
- 3.6 It is suggested that the funding to deal with the re-grading of this post should be met from deleting, from the establishment, a vacant Benefit Assessor position on SCP14-25 (£13,953 to £19,092) as this post is not felt to be required.
- 3.7 It should also be noted that the current Head of Revenues salary is between SCP43-46 (£32,217 to £34,566), which also must be addressed as a consequence of these proposals. It is recommended that delegated authority is given to the Corporate Director (Resources) to deal with any re-grading issues for this post in accordance with the Council's re-grading policy. It is assumed that the costs will be covered by the savings from deleting the vacant Benefits Assessor post.
- 3.8 As a result of the preparations for the BFI the Council will be undertaking its own self assessment. Once this is completed the Council will put together an action plan to address the areas that need improvement. Part of this process may result in a proposal to restructure the revenues and benefits service further however due to the urgent need to address the performance issues within the section this post needs to be filled immediately.

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

- 4.1 The financial cost as a result of re-grading post T94 will be £2,352 plus oncosts (£2,940). The saving for deleting post T115B from the establishment will be £19,092 plus oncost (£23,865) therefore the saving to the Council will be £16,740 plus oncost (£20,925). There will be a financial implication to re-grade the Head of Revenue position for which some of the saving will be utilised.

#### **Contact officer**

Name: Leigh Butler  
E Mail: l.butler@bromsgrove.gov.uk  
Tel: (01527) 881234

**BROMSGROVE DISTRICT COUNCIL**

**EXECUTIVE CABINET**

**15TH DECEMBER 2004**

**PERSONNEL SERVICES STRUCTURE**

Responsible Portfolio Holder	Councillor Roger Hollingworth
Responsible Head of Service:	Corporate Director, Resources

**1. SUMMARY**

- 1.1 To give consideration to changes to the structure of the Personnel Section in order to drive forward the challenging agenda that the Council faces both as part of its recovery programme but as part of its move to be a modern council.

**2. RECOMMENDATION**

It is recommended that:

- 2.1 the post of HR/Organisational Development Manager be deleted from the establishment;
- 2.2 the post of Head of HR and Organisation Development at a salary of £42,069 to £44,841 is approved;
- 2.3 the additional costs, associated with the new post of Head of HR and Organisation Development, that will be incurred in future years (£14,437) be taken account of within the preparation of the budget strategy;
- 2.4 approval is given to the ongoing use of interim Personnel support until such time as the Head of HR and Organisational Development position is recruited to;
- 2.5 that the available balance of funding (from the additional £77,000 included within the budget for 2004/05) of £30,972 be used to procure additional temporary support within HR to address some of the urgent issues
- 2.6 delegated authority is given to the Chief Executive and Corporate Director (Resources) to identify the most appropriate use to which the balance of funds (£30,972) can be put; and
- 2.7 delegated authority is given to the Chief Executive and Corporate Director (Resources) to make any amendments to the Job Description and Person Specification as required.

### 3. BACKGROUND

- 3.1 The Council as part of its budget building exercise for 2004/5 acknowledged the need to strengthen HR / Organisational Development and to this end a sum of £77,000 was set aside to increase the resources within the section. The Cabinet agreed to the structure contained in Appendix 1.
- 3.2 Executive Cabinet at its meeting of 28th April 2004 accepted that the Council faced a number of challenges with regard to Personnel management including:-
- (i) The need for a robust strategic framework for Human Resources.
  - (ii) The need to improve the skills-mix and capacity of the Council's existing workforce through training and development, in order to meet our continuous improvement and comprehensive performance targets.
  - (iii) The need to provide support and development for the Council's employees.
  - (iv) To facilitate organisational and cultural change and development.
  - (v) Workforce Planning and other corporate initiatives
  - (vi) Development of higher levels of achievement in Quality Management.
- 3.3 The proposal was to appoint the HR Manager first, then with his/her involvement to recruit the new Personnel Officer and Trainee Personnel Officer posts in October 2004.
- 3.4 The vacancy was advertised, both nationally and locally, in late May with a closing date of 14 June 2004. The response was poor with only 7 applications received and 5 of these were interviewed on 23 July 2004 – the earliest possible interview date due to summer holiday commitments. It was unanimously decided that none of the candidates interviewed had the experience or showed evidence that they could deliver fairly stretching objectives within an organisation about to undergo an immense period of change.
- 3.5 The recruitment process was halted to explore different options. It was initially felt that reducing the admin post to part time could enable the suggested increase in salary to be accommodated. Upon further reflection this was not felt to be appropriate.
- 3.6 Due to the need for an organisational wide restructuring, it was not felt appropriate to appoint to this post before this took place as this may restrict, to the Council's detriment, the calibre of the person that could be attracted to the post.
- 3.7 In the absence of the full HR team, the Council have continued to use interim Personnel support and there has still been a substantial amount of work undertaken, namely:
- Workforce Planning – some initial work
  - Capacity Building Bid – an assessment was carried out with regard to developing costings for a future bid.

- Assistance with Voluntary Engagement
- Customer Service Centre – advice and support
- Equalities
- Some work on Policy Reviews
- Depot Services Support
- HR issues support including long-term sickness, grievance, disciplinary and termination cases.
- A number of ongoing and complex disciplinary cases.
- Industrial Relations

#### **4. PROPOSALS**

- 4.1 Although a management restructure of the Council is scheduled as part of the recovery plan for April 2005 it is felt that strengthening HR / Organisational Development can be developed in advance of this overall structure.
- 4.2 It is recommended that the post of HR / Organisational Development Manager (which has not been filled as it didn't attract the right level of candidate) is deleted from the establishment and that it be replaced with a post of Head of HR / Organisational Development on a salary of £42,069 to £44,841 (Job Description and Person Specification attached at Appendix 2).
- 4.3 This is the salary level required to attract a suitable candidate with the necessary skills and experience to drive forward the improvements within the Council. The salary level has been benchmarked against other organisations both within and outside local government.
- 4.4 Some of the key areas in the recovery plan with which the section will be involved are as follows:
- Developing and delivering an organisational development programme
  - Developing a range of HR / Social inclusion policies
  - developing an effective workforce plan and skills audit
  - developing core competencies for staff leading and implementing change at BDC
  - developing a process for effective staff recruitment and retention (to include review of policies and procedures)
  - developing and delivering a management development programme for middle managers and team leaders
  - Addressing the issues of single status and job evaluation.
- 4.5 It is recommended that, if this change to the establishment is approved, this post together with the post of Personnel Officer and Trainee Personnel Officer are recruited to as soon as possible but that in the interim the arrangement for the provision of interim Personnel support is continued.

## 5. PERSONNEL/FINANCIAL IMPLICATIONS

5.1 It had originally been anticipated that the additional funding for 2004/5 of £77,000 would be utilised as follows:

HR & OD Manager	£26,130 (from June)
Personnel Officer	£14,028 (from September)
Trainee Personnel Officer	£ 7,788 (from September)
On costs	£11,986
Inflation	£ 1,438
<b>Total salary costs</b>	<b>£61,370</b>

Recruitment Costs for 3 Posts	£2,500
Office Furniture/IT	£5,000
Incidentals	£630
Interim Personnel Support	£7,500

**Overall Total** **£77,000**

5.2 If agreed the costs for this year would be as follows::

<u>Post</u>	<u>Grade</u>	<u>Salary</u>	<u>Min</u>	<u>Max</u>	<u>Part Year Salary*</u>	
Head of HR & OD		£42,069	£42,069	£44,841	£0	From April <i>Chief Officer Pay Award Pending</i>
Personnel Officer	PO33-36	£24,708	£24,708	£26,625	£2,059	From March
Trainee Personnel Officer	Scale 3/SO1	£13,953	£13,953	£23,313	£1,163	From March
Sub-total				£94,779	£3,222	
ADD Oncosts				£23,695	£806	
Inflation (on Head of HR & OD)				£1,233	£0	
<b>TOTAL SALARY COSTS</b>				<b>£119,707</b>	<b>£4,028</b>	

\* All posts filled from March 2005

Total Salary Costs	£4,028
Recruitment Costs for 3 Posts	£5,000
Office Furniture/IT	£5,000
Interim Personnel Support	£32,000
Available balance	£30,972
<b>Total</b>	<b>£77,000</b>

5.3 The proposal to redefine the post to be Head of HR / OD would result in additional costs (at current pay rates) in the future of £14,437. It is recommended that this increase is approved and taken account of in the preparation of the 3 year financial strategy.

5.4 Notwithstanding the overall budget position of the Council and given the amount of work required to move the organisation forward it is essential that the Council recruit to these positions as soon as possible. It is therefore recommended that the available balance (from the additional £77,000 included within the budget for 2004/05) of £30,972 highlighted above be used to procure additional temporary support. It is further recommended that authority be delegated to the Chief Executive and Corporate Director (Resources) to identify the most appropriate use to which these funds can be put.

## **6. LEGAL IMPLICATIONS**

6.1 This increase in capacity will help to ensure that Personnel are able to assist the Council in meeting its statutory obligations for monitoring and evaluation under Employment Law.

## **7. OTHER IMPLICATIONS**

### 7.1 Governance/Performance Management Considerations

In order to meet the Council's requirement for Capacity Building and Performance Management, a more robust Personnel support is required to deliver the right skills-mix through an integral and sustainable HR strategic plan for staff development and sustainable cultural change.

### 7.2 Risk Management Considerations

Risk of failure to maintain organisation change programme in response to Corporate Governance.

### 7.3 Policy Considerations

Corporate Governance is a Council priority and the HR diagnostic is an essential ingredient for sustained improvement.

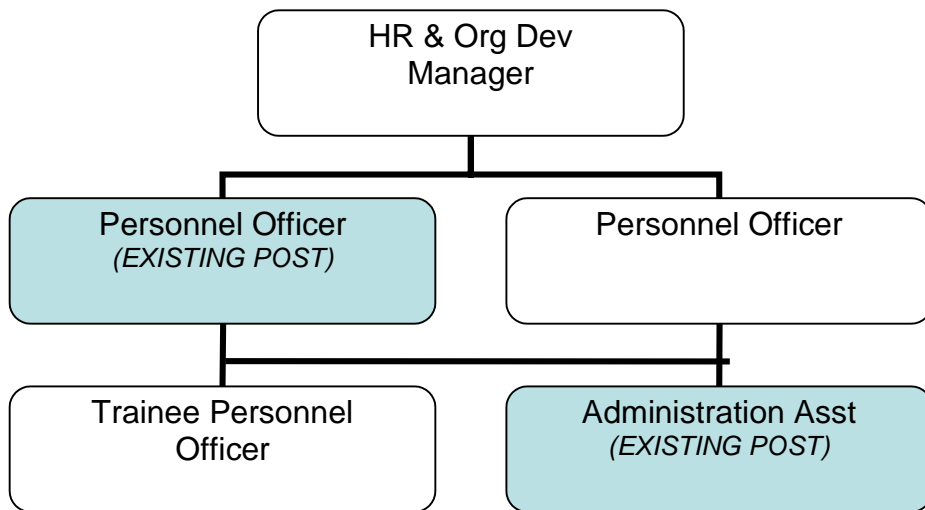
## **BACKGROUND PAPERS**

Job Description attached for post of Head of HR / Organisational Development

## **CONTACT OFFICER**

Name: Kevin Dicks  
E Mail: [k.dicks@bromsgrove.gov.uk](mailto:k.dicks@bromsgrove.gov.uk)  
Tel: 01527 881487

APPENDIX 1





**DRAFT JOB DESCRIPTION**

<b>POST TITLE:</b>	Head of Human Resources / Organisational Development
<b>SERVICE SECTION</b>	Personnel/Human Resources Resources Directorate
<b>SALARY</b>	£42,069 to £44,841 (Pay Award Pending)
<b>RESPONSIBLE TO:</b>	Corporate Director (Resources)
<b>RESPONSIBLE FOR:</b>	2 Personnel Officers, Trainee and Administrator
<b>HOURS OF WORK:</b>	37
<b>JOB PURPOSE:</b>	To be responsible for the provision of an effective Personnel support, industrial relations and organisational development within the Council.

**MAIN DUTIES & RESPONSIBILITIES:-**

1. To design and implement a robust HR Strategy that is integral to the Council's Corporate Plan and cultural change programme and to support the Chief Executive and senior officers to design and deliver an effective organisational development plan.
2. To develop and implement an effective workforce plan and skills audit and core competencies across the organisation to ensure successful and purposeful change.
3. To ensure that the Council becomes a learning organisation and that opportunities of working with other stakeholders is encouraged.
4. To develop a process for effective staff recruitment and retention to include the management and development of approved personnel and employment policies / procedures and the promotion of consistency of their application between departments and across the organisation, through the provision of effective and prompt advice and guidance.
5. To develop a Corporate Training & Development plan in order to improve the skills-mix and capacity of all Council staff.(including the development and delivery of a management development programme for middle managers and team leaders)
6. The promotion of harmonious employee and trade union relations through the maintenance and negotiation of national and local agreements and the promotion of joint working opportunities.
7. Manage and develop all members of the HR team including managing HR associated budgets and all HR related Best Value Performance Indicators and statutory employment monitoring statistics.
8. To prepare the Council for Job Evaluation/Single Status and oversee its implementation
9. To work in conjunction with all Head of Services to achieve greater efficiency and effectiveness in the provision of the Council's Services and on the basis of comprehensive and continuous improvement.
10. To manage the purchase and implementation of a computerised Personnel System.
11. To develop and promote the Council's Equality and Diversity strategies.
12. To manage the Council's maintenance of the Investors in People standard and to work towards Investors in Excellence quality and promote sustainable improvement, through the development of the Council's staff appraisal scheme and other EFQM standards.
13. Attend Management and Council meetings as required (including some evening meetings)
14. To contribute and uphold the Corporate policies and guidelines eg: Health & Safety, Equal Opportunities etc.

This is a general description of the post and is not contractual. The postholder may be required to undertake similar duties commensurate with the grade of the post as instructed by the Chief Executive Officer and Corporate Directors.

### PERSON SPECIFICATION

**Post Title: Head of Human Resources and Organisational Development**

**Department: Personnel Services**

	<b>Essential</b>	<b>Desirable</b>
<b>Qualifications</b>	<ul style="list-style-type: none"> <li>• Fully CIPD Qualified</li> </ul>	<ul style="list-style-type: none"> <li>• Management qualification e.g. Diploma in Management Studies or equivalent.</li> </ul>
<b>Experience</b>	<ul style="list-style-type: none"> <li>• At least five years effective and proven middle management experience within a Human Resources environment to include: business planning, strategy development &amp; implementation, performance management, industrial relations, organisational change management.</li> <li>• Proven &amp; effective experience of the management and development of an HR team.</li> <li>• Clear knowledge and understanding of Job Evaluation and Single Status</li> <li>• Clear knowledge and understanding of HR priorities within the Local Government agenda</li> </ul>	<ul style="list-style-type: none"> <li>• Local Government experience</li> </ul>
<b>Skills/Abilities</b>	<ul style="list-style-type: none"> <li>• Strong business acumen</li> <li>• Effective presentation and negotiation skills</li> <li>• Innovative</li> <li>• Good Communicator.</li> <li>• Strategic thinker and planner</li> <li>• Financial awareness and budget control</li> <li>• Training Development &amp; Delivery skills</li> <li>• Good IT/Computer skills</li> <li>• Innovative</li> </ul>	<ul style="list-style-type: none"> <li>• Awareness of Best Value/Corporate Performance Assessment (CPA)</li> <li>• Awareness of IIP, EFQM and Investors in Excellence standards</li> </ul>
<b>Aptitude</b>	<ul style="list-style-type: none"> <li>• Leadership</li> <li>• Politically aware</li> <li>• Able to work on own initiative without close supervision.</li> <li>• Ambitious.</li> <li>• Team Player/Leader</li> <li>• Flexible &amp; positive attitude</li> </ul>	
<b>Personal Qualities</b>	<ul style="list-style-type: none"> <li>• Efficient and reliable</li> <li>• Determination to succeed</li> <li>• Enthusiastic</li> <li>• Cheerful, approachable and friendly disposition</li> <li>• A neat and professional appearance</li> </ul>	
<b>Special Conditions</b>	<ul style="list-style-type: none"> <li>• Be willing to undertake all necessary training</li> <li>• To work the hours necessary to fulfil the duties of the post including attending evening meetings.</li> </ul>	

**BROMSGROVE DISTRICT COUNCIL**

**CABINET MEETING**

**15TH DECEMBER 2004**

**LOCAL DEVELOPMENT SCHEME**

Responsible Portfolio Holder	Councillor Mrs M Taylor
Responsible Head of Service	Malcolm Griffiths, Director of Planning Services

**1. SUMMARY**

- 1.1 The Government enabled legislation introducing the new planning policy system under the Planning and Compensation Act 2004 in September 2004. This has replaced the current system of local and structure plans and requires this authority to commence work towards a Local Development Framework (LDF).
- 1.2 The first stage of this work is the preparation and submission to Government Office of a Local Development Scheme. This scheme will set out a three year work programme for the production of Local Development Framework documents. The preparation of a Local Development Framework is a moving cycle of document production so not all possible LDF documents will or can be produced by 2007. However before October 2007 the Council must have in place at the very least a Core Strategy and Proposals Map.
- 1.3 It is believed that progress in delivering the programme contained in the LDS, including the actual LDS submission, will heavily influence future success in gaining Planning Delivery Grant (PDG) which has been extended for a further 3 years.
- 1.4 Members may recall that a draft version of the LDS was considered at the Cabinet meeting on 13<sup>th</sup> October 2004. Due to ongoing consultation with Government Office a number of key changes have been made to the draft LDS. These changes are detailed below and a copy of the revised LDS is attached to this report.

**2. RECOMMENDATION**

- a) That Members agree the contents of the attached Local Development Scheme and endorse it as the Council's three year programme of plan production to October 2007
- b) That Members agree to the Scheme being submitted to Government Office for approval.
- c) That Members agree to delegated powers to enable Officers to make minor changes to the timing of the submission of documents and examination periods on receipt of comments from the Planning Inspectorate.
- d) That Members agree that the scheme be circulated for information purposes to Parish Councils and published on the Council's website.

### **3. THE LOCAL DEVELOPMENT SCHEME**

- 3.1 The main purpose of this LDS is to inform the public of the documents that will make up the new local development framework and the timescales they can expect these documents to be prepared to.
- 3.2 This Local Development Scheme is the first step in the production of a Local Development Framework for taking Bromsgrove forward. Many documents will be produced over the following years that will replace the recently adopted Local Plan.
- 3.3 The Local Development Scheme attached to this report sets out the documents that Bromsgrove District Council will prepare together with a timetable for their preparation and review. The timetable and work programme set out in this LDS is a challenging one, that will necessitate complete commitment to it and appropriate resources throughout, not just from the District Council, but all the other organisations and bodies involved in it.

### **4. CHANGES TO THE LOCAL DEVELOPMENT SCHEME**

- 4.1 The key changes to this authority's proposed LDS are detailed below. A few minor revisions of the text were also made to improve the documents readability.
- 4.2 The first main change is the removal of the Allocations Development Plan Document (DPD). Sufficient supply currently exists to meet both the Housing and Employment requirements for the District to 2011. As such there is no pressing need to allocate further land in the immediate future. Once the targets are known post 2011 then the Council could consider producing an Allocations DPD. The need to undertake this DPD was also questioned by the Government Office. They have stressed that only essential documents should be included in the first LDS.
- 4.3 The second main change is the removal of the Bromsgrove Town Centre Area Action Plan (DPD). Due to resource issues it is considered that it would be unwise to commit to undertaking the Area Action Plan at this early stage. Government Office have also advised the Council that it is preferable for the Core Strategy to be prepared in advance of other Development Plan Documents and that the Council can review and amend the LDS at any stage during the three year programme. As such once the resource issues have been resolved then the Council could re-insert the Area Action Plan later on in the timetable.
- 4.4 A Managing Housing Supplementary Planning Document has been inserted to guide the release of housing sites up to 2011 or until an allocations DPD is published. This document will replace existing guidance on managing housing supply contained in SPG10. This will need to be prepared in tandem with the Core Strategy so as to ensure a consistent approach to new housing policies. Until the Core Strategy is adopted the Managing Housing SPD will be linked to policies contained in the existing Structure Plan.
- 4.5 One final addition is the production of an Affordable Housing SPD. This is seen as vital, to provide detailed guidance and policies on the future provision of affordable housing in the District.

## **5. CONSULTATION**

- 5.1 The Council is not required by the regulations to have a formal consultation period on the contents of the Scheme. The regulations merely require that the Scheme is submitted to the Government Office for approval. However the circulation of the Scheme to interested bodies and publication of it on the Council's website is recommended.
- 5.2 The Scheme will also be sent to the Government Office and Planning Inspectorate for comments on the Council's proposed timetable for independent examination and adoption of each document. It may be necessary to amend the timetable in light of comments received from the Inspectorate.
- 5.3 On approval by Members the Scheme will be sent for information purposes to all Parish Councils and published on the web. The LDS will also be sent to the Government Office for approval. If changes are recommended by Government Office, other than minor timetable alterations, then a report will be brought back to Members highlighting these changes.

## **6. CONCLUSIONS**

- 6.1 That Members endorse the attached Local Development Scheme as the Council's three year programme of plan production to October 2007.

## **7. FINANCIAL IMPLICATIONS**

- 7.1 The need for expert support in the areas of environmental assessment, community involvement and the preparation of Issues and Options can be funded through identified Planning Delivery Grant funds relating to consultancy fees. At present this budget is £55,000.
- 7.2 It is likely that there will be a cost associated with any formal inquiry. The likely cost of this is difficult to estimate as it depends on the number of objections received, inquiry format and corresponding costs for legal representation, programme officer time and inspector costs. Based on previous inquiries funding of up to approximately £200,000 will be sought for the financial year 2006/07.

## **8. LEGAL IMPLICATIONS**

None

## **BACKGROUND PAPERS**

None

## **Contact officer**

Name P Crysell  
E Mail: [pcrysell@bromsgrove.gov.uk](mailto:pcrysell@bromsgrove.gov.uk)  
Tel: (01527) 881318

# Appendix – Bromsgrove Local Development Scheme

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## Foreword

The Government's Planning and Compulsory Purchase Act will result in major changes to the way the planning policy system operates. It will see the replacement of the old system of *Structure Plans*, *Local Plans* and *Supplementary Planning Guidance* with a new system of *Local Development Documents*.

Through the new system, we hope to fully engage with our community, to enable greater participation and involvement in shaping the future of Bromsgrove District. As part of this process, this Local Development Scheme (LDS) has been produced, which represents a public statement of the local planning authority's programme for the next three years.

This *Local Development Scheme* explains:

- The new documents the Council intends to produce
- The subject matter and geographical area for each of the documents
- The timetable for the preparation and the revisions of each document.

If you would like to make any comments about this document please feel free to do so. We would welcome your input and views. Please forward any comments to *Planning Policy* at the address on the back cover of this document.

Cllr Margaret Taylor  
Portfolio Holder for Planning

# 1. Introduction

The new Planning and Compulsory Purchase Act, which came into force in September 2004, requires Bromsgrove District Council to prepare a Local Development Framework. This will comprise a 'portfolio' of documents called Local Development Documents (LDDs). Some of these will be Development Plan Documents (DPDs) and subject to independent examination. Others will be classed as Supplementary Planning Documents (SPDs). These will have not full development plan status but will still be subject to full public consultation. Together these documents combined with the Statement of Community Involvement (SCI) and Annual Monitoring Report (AMR) will form the Bromsgrove LDF. The Bromsgrove LDF will be presented in a 'loose-leaf' folder format that can be easily updated.

The LDF will take on board the land use responsibilities of the Worcestershire County Structure Plan and Bromsgrove District Local Plan both of which will be superseded. The LDF in conjunction with the Regional Spatial Strategy will promote and guide the authority's vision and strategy for the district.

The Bromsgrove LDF will:

- *Ensure effective community participation in developing policies;*
- *Set out a clear strategic vision for their area;*
- *Have succinct text and policies;*
- *Cut out unnecessary or repetitive policies; and*
- *Provide greater local focus in policies.*

The first stage of Bromsgrove's Local Development Framework is this Local Development Scheme (LDS). This document identifies and sets out a three year timetable for production of the first Local Development Documents by April 2007.

Various new acronyms and terminology have arisen due to this new system. Appendix 3 contains a Jargon Guide to help readers through this document and understand the key components of the new process.



## 2. Purpose of Scheme

The main purpose of this LDS is to inform the public of the documents that will make up the new local development framework and the timescales they can expect these documents to be prepared to.

The programme set out in this LDS is a challenging one, that will necessitate complete commitment to it and appropriate resources throughout, not just from the District Council, but all the other organisations and bodies involved in it.

The Bromsgrove Local Development Scheme has 5 key purposes, which are to:

- i. Provide a brief description of local development documents to be prepared, their content and geographic area to which they will relate.
- ii. Establish which local development documents will be development plan documents.
- iii. In the transitional period, state which policies and proposals of the existing local plan will be replaced by policies in the new local development documents, which will be saved and those to be deleted.
- iv. Provide an explanation of the relationship between local development documents, especially the core strategy and other local development documents.
- v. Set out the planned timetable for preparing each local development document including the key milestones to be achieved.

### 3. Structure of Local Development Framework

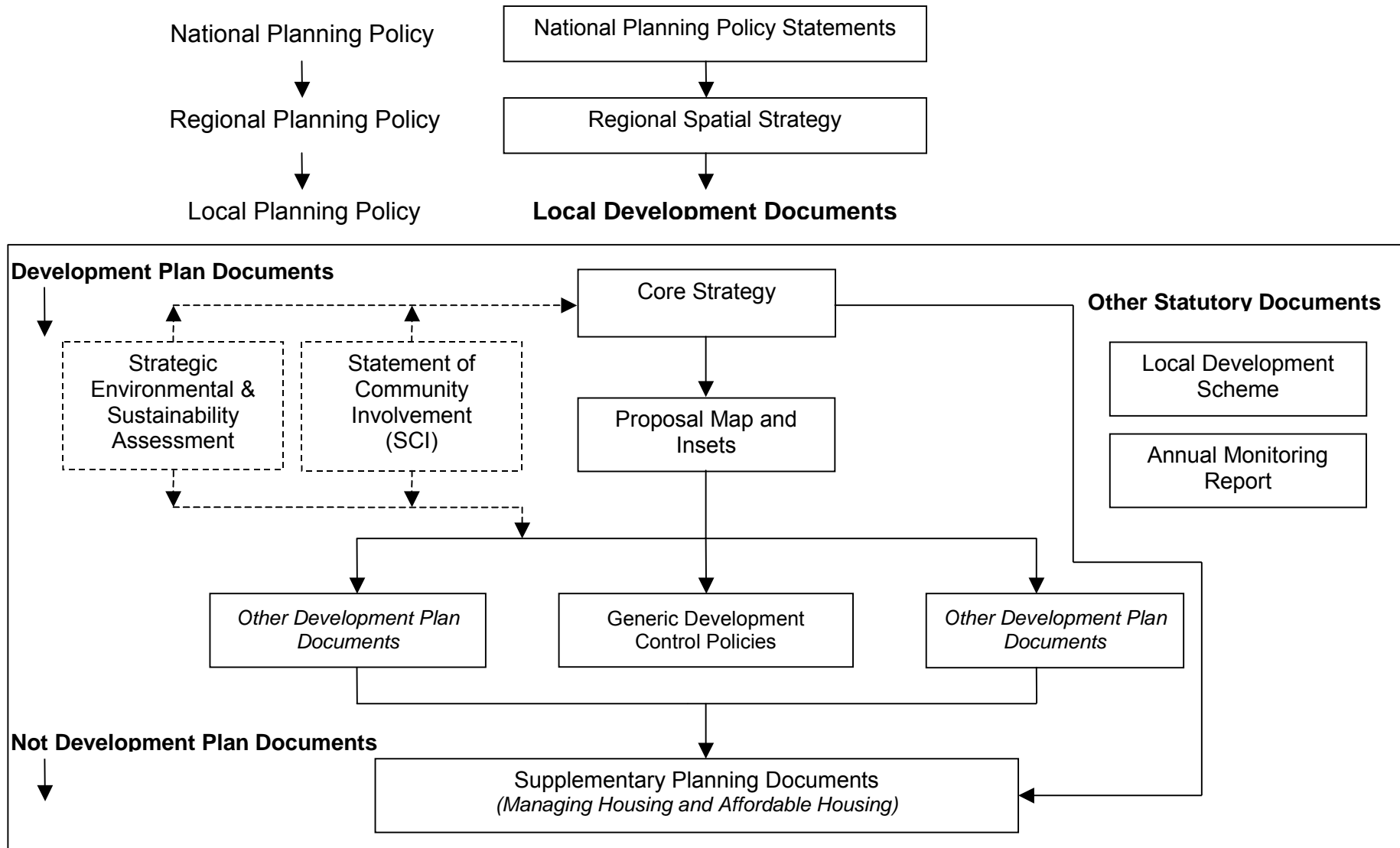
This Local Development Scheme is the first step in the production of a Local Development Framework for taking Bromsgrove forward. Many documents will be produced over the following years that will eventually replace the recently adopted Local Plan. The Local Authority's proposed timetable for doing this is contained in Section 8 of this Scheme.

The new 'parts' of the LDF will be called Local Development Documents (LDDs). Some Local Development Documents will be Development Plan Documents (DPDs) which will have a statutory status and be subject to independent public examination. Area Action Plans (AAPs) are also Development Plan Documents. The Local Authority are also required to produce other statutory documents, including a Statement of Community Involvement and an Annual Monitoring Report.

Other Local Development Documents that do not have development plan status can also be produced such as Supplementary Planning Documents (SPDs). These will not be the subject of a public inquiry but the local authority will still be required to undertake a full public consultation exercise to inform their content. These SPDs will not contain land use designations or site allocations but be documents that provide detailed supplementary guidance to an adopted development plan policy.

A principal feature of the new system is the need to secure the early involvement of stakeholders, developers and landowners in the LDF production process. The Local Authority will use its proposed Statement of Community Involvement (SCI) to explain to stakeholders and the community, how and when they will be involved in the preparation of the LDF. While the SCI does not have to be the first document to be produced the Local Authority have decided that it is vital to set out early on how the local community and other stakeholders will be involved in the preparation of subsequent local development documents. The Chain of Conformity diagram over the page shows how all the documents will fit together.

**Figure 1 - Chain of Conformity – How the documents in the LDF fit together**



## 4. Evidence Base and Links to other Strategies

It is vital that the policies and proposals set out in the Local Development Documents are based on a thorough understanding of the needs of Bromsgrove District. The Local Authority already maintains an up-to-date land use monitoring information base. Further evidence will need to be collected, including environmental information to inform the proper environmental assessment of Local Development Documents when undertaking a combined Strategic Environment Assessment (SEA) and Sustainability Appraisal (SA) at the preferred options stage of plan production. The following monitoring reports comprise the evidence base on which the Local Development Scheme priorities were formulated;

- Housing Land Availability Study (April 2004)
- Employment Land Availability Study (April 2004)
- Housing Capacity Study (September 2004)
- Bromsgrove Town Centre Study (April 2004)

It is also essential that the LDF reflects the land use and development objectives of other strategies and programmes. Spatial expression will therefore need to be given to those elements of other strategies and programmes, particularly the Community Strategy, which relate to the use and development of land.

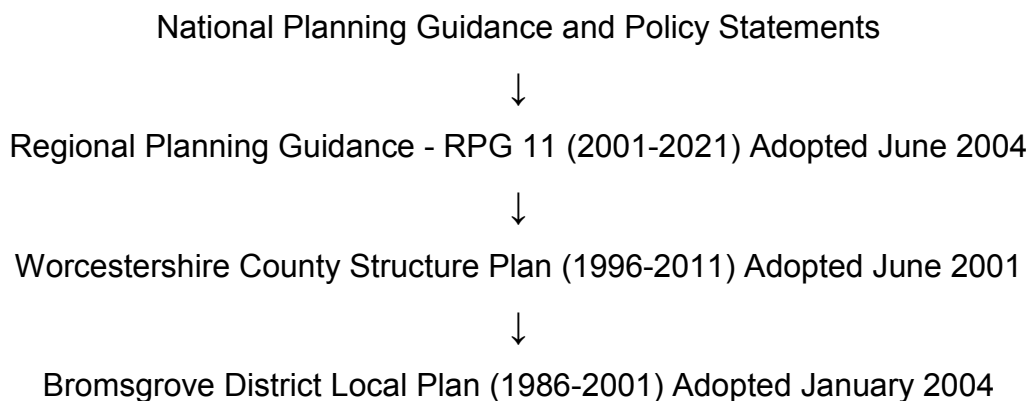
The table over the page contains details of strategies and programmes that have been produced, both internally and externally. The contents of these documents where appropriate will inform the preparation and contents of future Local Development Documents. This is not an exhaustive list as over time other strategies and programmes will be produced or existing ones reviewed and changed that could influence the production of the Bromsgrove LDF.

Table 1 – Links to other Strategies and Programmes

Title	Date	Responsible Body (BDC = Bromsgrove District Council) (WCC = Worcestershire County Council)
Community Strategy 2003 - 2013	2004	BDC & partners
Draft Local Air Quality Management Action Plan	2004	BDC & Casella Stanger Environmental Consultancy
Best Value Performance Plan	2004	BDC
A Community Strategy for Worcestershire 2003-2013	2003	WCC
Sports Pitch Strategy	2002	BDC, WCC & PMP Consultancy
Housing Needs Survey	2004	Fordham Research & BDC
Countryside & Access Recreation Strategy	2004	WCC in partnership & BDC
Bromsgrove District Biodiversity Action Plan	2000	Worcestershire Wildlife Trust
Biodiversity Action Plan for Worcestershire	1999	Worcestershire Biodiversity Partnership
Local Transport Plan 2001-2006	2001	WCC
Community Safety Strategy 2002-2005	2002	BDC, WCC, West Mercia plus partners
Local Agenda 21 Strategy	2001	BDC
Contaminated Land Strategy	2001	BDC
Tourism Strategy 2002-2005	2002	WCC in partnership with other LAs including BDC
Local Delivery Plan 2003-2006	2003	Redditch & Bromsgrove Primary Care Trust
Bromsgrove Town Centre Study Retail Study	2004	CBRE/Urban Practitioners
Cultural Strategy 2002-2007	2002	WCC in partnership with other LAs including BDC
Planning Services Business Plan 2004 - 2006	2004	BDC
West Midlands Economic Strategy Action Plan Update	2004	Advantage West Midlands
Arts Strategy 2003-2008	2004	Artservice

## 5. Existing Policy Base

The existing planning chain of conformity for the District is as follows:



### **Local Plan Policies**

All policies contained in the Bromsgrove District Local Plan and Worcestershire Structure Plan will be saved for a period of three years from commencement of the Planning and Compulsory Purchase Act (saved to 28<sup>th</sup> September 2007).

As such, unless merged into the new system, replaced or deleted all existing policies will be saved to September 2007. A small number of policies may also need to be saved post 2007 as the Local Authority will not have the time nor the resources to prepare a complete suite of new policies by 2007. This will only be the case where an existing policy conforms with the Core Strategy. A complete list of all existing Local Plan policies and details on how they will be incorporated into the new system is contained in Appendix 2.

### **Supplementary Planning Guidance**

The Local Authority have over the years prepared a number of Supplementary Planning Guidance notes (SPG). As it is not possible to transfer SPG automatically to SPD then the Council are proposing to save a number of SPGs where they are linked to adopted saved Development Plan policies and have been through a process of preparation similar to that required for SPD. The table over the page lists all current SPGs. These SPGs will be a 'material consideration' under the new planning system.

Table 2 – List of status of Supplementary Planning Guidance

Title	Drafted	Adopted	Existing Policy Link	Status	Comments
SPG1 Residential Design Guide	1995	Jan 04	S7, S8, S9, S10, S11,S12	Saved	
SPG2 Shop Fronts and Advertisements	1995	Jan 04	S24, S25 and S26	Saved	
SPG3 Car Parking Standards	1994	Jan 04	N/A	Deleted	New Standards in Local Plan
SPG4 Conversion of Rural Buildings	1994	Jan 04	C27	Saved	
SPG5 Agricultural Building Design Guide	1994	Jan 04	C22 & C30A	Saved	
SPG6 Agricultural Buildings and Occupancy Conditions	1995	Jan 04	C21 & C24	Saved	
SPG7 Extensions to Dwellings in the Green Belt	2001	Jan 04	S11	Saved	
SPG8 Alvechurch Village Design Statement	2001	Jan 04	Para 13 of PPS 7 & Annex C of PPS 1	Saved	
SPG9 Lickey and Blackwell Village Design Statement	2002	Jan 04	See Para 13 of PPS 7 & Annex C of PPS 1	Saved	
SPG10 Managing Housing Supply	2003	Jul 03	D2 & D4 of Structure Plan	Replaced	Replaced by SPD
SPG11 Outdoor Play Space	2004	Jul 04	RAT 5 & Rat 6	Saved	
Planning Obligations for Education Facilities (County Council SPG)	2002	Apr 03	Policy IMP1 of Structure Plan	Saved	

Explanation of Status

**Saved** = Linked to a saved policy.

**Replaced** = To be replaced by new guidance before 2007

**Deleted** = Deleted on commencement of the Act

## 6. Proposed Development Plan Documents

This Section provides an overview of development plan documents the Council are proposing to begin work on before September 2007.

- **Core Strategy**

This document will set out the long-term spatial vision and the strategic policies and proposals to deliver that vision. It will cover the same period as the Regional Spatial Strategy, that is to 2021. It will not merely repeat national and regional guidance but instead provide a spatial strategy specific to the needs of Bromsgrove. It will contain a set of primary policies for delivering the core strategy and set the broad locations for development through the production of a key diagram. It will not deal with site specific allocations or issues. Once adopted, all other development plan documents will have to be in conformity with it.

- **Proposals Map**

The proposals map will illustrate on an Ordnance Survey base map all the policies and proposals contained in development plan documents and saved policies. It will be revised as new development plan documents are prepared and adopted. It will show areas of protection, including Green Belt boundaries and Conservation Areas, and site specific policies and proposals.

Separate inset maps will also be produced showing proposals for parts of the authority's area. It is intended that the maps will be produced in a A3 loose leaf format for ease of use and to allow easy updating. An overview map of the whole District would also be produced. Any allocations or designations from the County Council's Minerals and Waste Plan will also be shown on the Proposals Map.



- **Generic Development Control Policies**

The document will contain a generic set of District wide policies against which planning applications for the development and use of land and buildings will be considered.

This document will;

- i. Contain policies that accord with the vision and objectives set out in the Core Strategy.
- ii. Focus on topic relate policies such as protecting residential amenity and protection of the landscape instead of use-related policies.
- iii. Policies will not repeat national planning policy statements but will set in context how such policy applies to the local area.
- iv. Policies will be positive and will focus on achieving the outcomes required to meet the authority's vision as set out in the Core Strategy.

## **7. Proposed Supplementary Planning Documents**

This Section provides an overview of supplementary planning documents the Council are proposing to adopt during 2007. While these SPDs will not have the status of development plan documents, they will be subject to a statutory adoption process and require a sustainability appraisal. They will provide supplementary policies and guidance on adopted development plan policies.

- **Managing Housing**

While the Core Strategy will include polices that reflect requirements for new housing this document will contain specific guidance and definitions relating to the delivery and management of housing supply. When future housing targets post 2011 are known the Council will seek to publish an Allocations DPD showing the areas and sites of future housing growth. This SPD will initially relate to saved policies.

- **Affordable Housing**

This SPD will provide detailed guidance on the provision and promotion of new affordable housing development in the District. This SPD will initially relate to saved policies.

## 8. Other Statutory Documents

This section contains information on other statutory documents that the Council are required to produce as part of the LDF.

- **Statement of Community Involvement (SCI)**

This will be a key component of the Local Development Framework. It will state how the local authority will involve the community in the preparation of local development documents and in development control decisions. This procedural document will be prepared early on in the process and will enable the community to know when and how it can get involved.

- **Annual Monitoring Report (AMR)**

This report will be produced annually with the first report to be produced in December 2005. The two key aims of this report will be to assess;

- i) the implementation of the local development scheme; and
- ii) the extent to which the aims of saved policies and those contained in local development documents are being achieved.

- **Strategic Environmental Assessment (SEA) and Environmental Assessment (SA) Report**

Local Planning authorities must comply with European Directive 2001/42/EC which requires formal strategic environmental assessment of certain plans and programmes which are likely to have significant effects on the environment. The SEA and SA will play an important part in ensuring that local development documents produced by the Council reflect sustainability objectives.

An integrated SEA and SA will be produced alongside the production of local development documents. An environmental report detailing the assessment of policies and options will be published and be used to justify policy decisions. The results of the SEA and SA study will help guide the local authority towards a sustainable policy framework.

## **9. Documents to be produced after 2007**

This section provides general information on documents the Council will begin work on after September 2007.

- **Development Plan Documents**

Longer term the following topic areas have been identified by the Council as possible future development plan documents. It is anticipated that work on one or more of these documents would be started post September 2007.

- Bromsgrove Town Centre Area Action Plan
- Housing Allocations
- Economic and Employment Growth
- Historic Conservation
- Green Belt boundaries
- Village Envelope boundaries
- Open Space
- Area action plans, e.g. Wythall, Hagley and Rubery

- **Supplementary Planning Documents**

The Council are intending to produce a number of SPDs after September 2007. The Council through the production of new SPDs will;

- Replace and update guidance contained in existing SPGs
- Adopt Parish Plans produced by Parish Councils
- Produce development briefs for large sites from the allocations DPD

## 10. Timetable

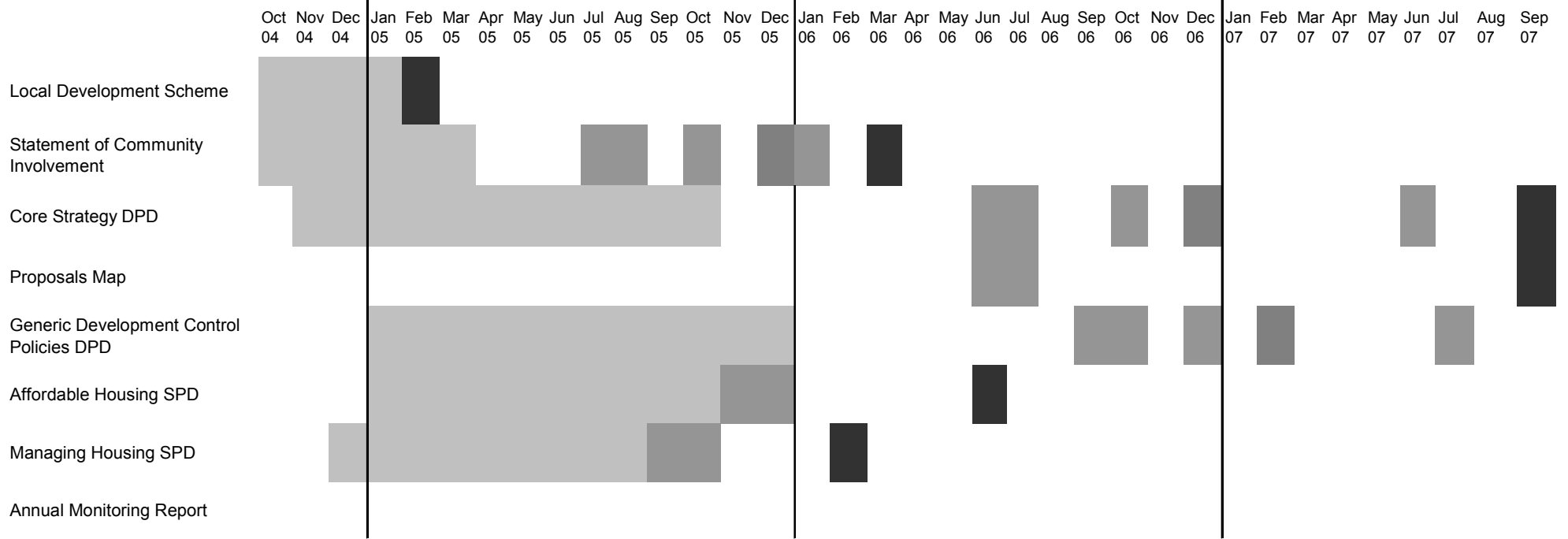
The table over the page and the chart on page 16 indicate a timetable for the production of the first Local Development Framework documents by September 2007. Further details on each document to be produced are contained in Appendix 1.

The table and chart indicate the key dates in the process. Following the publication of the Preferred Options and Submission Documents there will be a statutory 6 week consultation process. The Examination date is subject to consultation with the Planning Inspectorate. The timetable will be reviewed annually.

Table 2 – Key milestones in the production of local development documents

<b>Document</b>	Begin preparation of issues & options	Consultation on Preferred Options	Consultation on Submission document (or Draft SPD)	Estimated date for pre-examination meeting	Estimated date for Commencement of Examination	Estimated date for receipt of Binding Report	Adoption Date
Local Development Scheme	October 04	N/A	N/A	N/A	N/A	N/A	February 05
Statement of Community Involvement	October 04	February 05 / March 05	July / August 05	October 05	December 05	January 06	March 06
Core Strategy	November 04	September / October 05	June / July 06	October 06	December 06	June 07	September 07
Proposals Map	N/A	N/A	June / July 06	N/A	N/A	N/A	September 07
Generic Development Control Policies	January 04	November / December 05	September / October 06	December 06	February 07	July 07	After September 07
Affordable housing SPD	January 05	N/A	November / December 05	N/A	N/A	N/A	June 06
Managing Housing SPD	December 04	N/A	September / October 05	N/A	N/A	N/A	February 06

**Figure 2 – Key Milestones in the production of Local Development Documents**



**Key**

- Preparation of Issues and Options
  - Pre-Examination meeting
  - Adoption
- Consultation of Preferred Options
  - Commencement of the Examination Period
  - Publication of Monitoring Report
- Consultation on Submission Document
  - Binding Report

## **11. Management of the Programme**

While some components of the programme may be outsourced due to the need for external specialist input or/and internal resources issues the overall management of the process and delivery of the Framework will be in-house.

### **Local Development Framework Working Group**

The Local Development Framework requires rapid progress in order to ensure that the LDS timetable is achieved. As part of this process officers will need to have a regular dialogue with members on both strategic and local policy issues. As such a 'working party' of members has been appointed.

The Working Group is representative of both the political composition of the Council and in geographic coverage. It will be used for informal discussion sessions and, when necessary, more formal endorsement of proposals prior to undertaking further stages of the policy process. The objectives of the Working Group are to increase early Member involvement in the process so resulting in fewer hold-ups later on in the process and to ensure that adequate consideration is given to relevant matters of planning policy.

### **Internal Resource Implications**

The Local Plans Section will have responsibility for the production of all the Local Development Documents. It is anticipated that the specialist planning consultants will be used to verify work on the Statement of Community Involvement and Strategic Environmental Assessment. A budget has already been identified for this work and contact has been made with leading consultants in the two fields of work. The Local Plans Team will also work closely with the Development Control Section on the production of the Development Control Policies DPD.

Planning Delivery Grant (PDG) has enabled the staffing structure in the Local Plans Section to be improved. However, difficulties in recruiting specialist staff remains and both existing and future PDG may be required to meet either any slippage in work programmes or in providing specialised support. Fortunately, the recent adoption of the Local Plan has given the Council a recently adopted policy base and defined

Green Belt boundaries to use as a platform for the production of the Local Development Framework.

### **External Resource Implications**

It is difficult to predict the impact of external bodies on the production of the Bromsgrove LDF. The timetable contains assumptions regarding possible Inquiry and adoption dates. The Planning Inspectorate have been consulted regarding the realism of these dates. These will be modified as the Inspectorate gains a more complete national perspective of likely workloads. Statutory Consultees have also been sent copies of this Scheme for their comment. The early preparation of a Statement of Community Involvement will also help to establish how community and stakeholder involvement will be integrated into the process to ensure that key players can positively engage in the plan work at the most appropriate points.

## **12. Monitoring and Review**

Review and monitoring are key aspects of the Government's 'Plan, monitor and manage' approach to the planning system. The Council will publish an Annual Monitoring Report (AMR). This report will assess:

- i. the implementation of the local development scheme
- ii. the extent to which policies in local development documents are being achieved.

The AMR will review actual plan progress against the targets and milestones for local development document preparation set out in this scheme. If the Council is falling behind the schedule or has failed to meet a target the AMR will explain why this has happened and the action to be taken. If required then this scheme will be updated and re-published at the same time as the publication of the AMR.



## Appendix 1 – Document Profiles

<b>Core Strategy DPD</b>		
Document Details	<ul style="list-style-type: none"> <li>• Role and Content</li> <li>• Status</li> <li>• Position in chain of conformity</li> <li>• Geographic coverage</li> </ul>	<p>Will set out the vision, spatial strategy and core policies for the spatial development of the District.</p> <p>Development Plan Document.</p> <p>Conforms with Regional Spatial Strategy.</p> <p>District Wide</p>
Timetable	<ul style="list-style-type: none"> <li>• Preparation of Issues and Options</li> <li>• Consultation on Preferred Options</li> <li>• Consultation on Submission Document</li> <li>• Pre-examination meeting</li> <li>• Commencement of Examination Period</li> <li>• Receipt of Binding Report</li> <li>• Adoption date</li> </ul>	<p>November 2004 to August 2005</p> <p>September and October 2005</p> <p>June and July 2006</p> <p>October 2006</p> <p>December 2006</p> <p>June 2007</p> <p>September 2007</p>
Production	<ul style="list-style-type: none"> <li>• Process led by</li> <li>• Management arrangements</li> <li>• Resources required to produce DPD</li> <li>• Approach to involving stakeholders</li> </ul>	<p>Local Plans Section</p> <p>See Section 11</p> <p>Internal resources including studies produced for evidence base.</p> <p>Outlined in Statement of Community Involvement</p>

## Proposals Map DPD

Document Details	<ul style="list-style-type: none"> <li>• Role and Content</li> <li>• Status</li> <li>• Position in chain of conformity</li> <li>• Geographic coverage</li> </ul>	<p>Maps illustrating policies, proposals and designations contained in the Development Plan documents.</p> <p>Development Plan Document.</p> <p>Conforms with Core Strategy.</p> <p>District Wide</p>
Timetable	<ul style="list-style-type: none"> <li>• Preparation of Issues and Options</li> <li>• Consultation on Preferred Options</li> <li>• Consultation on Submission Document</li> <li>• Commencement of Examination Period</li> <li>• Receipt of Binding Report</li> <li>• Adoption date</li> </ul>	<p>N/A</p> <p>N/A</p> <p>June and July 2006</p> <p>N/A</p> <p>N/A</p> <p>September 2007</p>
Production	<ul style="list-style-type: none"> <li>• Process led by</li> <li>• Management arrangements</li> <li>• Resources required to produce DPD</li> <li>• Approach to involving stakeholders</li> </ul>	<p>Local Plans Section</p> <p>See Section 11</p> <p>Internal preparation and external printers.</p> <p>Outlined in Statement of Community Involvement.</p>

## Development Control Policies DPD

Document Details	<ul style="list-style-type: none"> <li>• Role and Content</li> <li>• Status</li> <li>• Position in chain of conformity</li> <li>• Geographic coverage</li> </ul>	<p>Document containing policies that ensure development meets certain criteria and contributes to the vision of the Core Strategy.</p> <p>Development Plan Document.</p> <p>Conforms with Core Strategy</p> <p>District Wide</p>
Timetable	<ul style="list-style-type: none"> <li>• Preparation of Issues and Options</li> <li>• Consultation on Preferred Options</li> <li>• Consultation on Submission Document</li> <li>• Pre-examination meeting</li> <li>• Commencement of Examination Period</li> <li>• Receipt of Binding Report</li> <li>• Adoption date</li> </ul>	<p>January 2005 to October 2005</p> <p>November and December 2005</p> <p>September and October 2006</p> <p>December 2006</p> <p>February 2007</p> <p>July 2007</p> <p>After September 2007</p>
Production	<ul style="list-style-type: none"> <li>• Process led by</li> <li>• Management arrangements</li> <li>• Resources required to produce DPD</li> <li>• Approach to involving stakeholders</li> </ul>	<p>Local Plans Section</p> <p>See Section 11</p> <p>Internal resources including studies produced for evidence base.</p> <p>Outlined in Statement of Community Involvement</p>

## Statement of Community Involvement

Document Details	<ul style="list-style-type: none"> <li>• Role and Content</li> <li>• Status</li> <li>• Position in chain of conformity</li> <li>• Geographic coverage</li> </ul>	<p>How the Local Authority will involve the community in the preparation, alteration and continuing review of all local development documents and in significant development control decisions</p> <p>Statutory document but not DPD</p> <p>N/A</p> <p>District Wide</p>
Timetable	<ul style="list-style-type: none"> <li>• Preparation of Issues and Options</li> <li>• Consultation on Preferred Options</li> <li>• Consultation on Submission Document</li> <li>• Pre-examination meeting</li> <li>• Commencement of Examination Period</li> <li>• Receipt of Binding Report</li> <li>• Adoption date</li> </ul>	<p>October to December 2004</p> <p>February and March 2005</p> <p>July and August 2005</p> <p>October 2005</p> <p>December 2005</p> <p>January 2006</p> <p>March 2006</p>
Production	<ul style="list-style-type: none"> <li>• Process led by</li> <li>• Management arrangements</li> <li>• Resources required to produce DPD</li> <li>• Approach to involving stakeholders</li> </ul>	<p>Local Plans Section</p> <p>See Section 11</p> <p>Internal resources with external verification (if required)</p> <p>N/A</p>

## Annual Monitoring Report

Document Details	<ul style="list-style-type: none"> <li>• Role and Content</li> <li>• Status</li> <li>• Position in chain of conformity</li> <li>• Geographic coverage</li> </ul>	<p>The monitoring of the implementation of the LDS and the extent to which policies in local development documents are being achieved.</p> <p>Development Plan Document.</p> <p>Conforms with Core Strategy</p> <p>District Wide</p>
Timetable	Adoption and Publication	December 2005 (plus every December from then on)
Production	<ul style="list-style-type: none"> <li>• Process led by</li> <li>• Management arrangements</li> <li>• Resources required to produce DPD</li> <li>• Approach to involving stakeholders</li> </ul>	<p>Local Plans Section</p> <p>See Section 11</p> <p>Internal resources</p> <p>Outlined in Statement of Community Involvement</p>

## Appendix 2 – Existing Policies Table

The following tables identify existing policies and their subject area from the Bromsgrove District Local Plan (BDLP) that will be saved until replaced by policies in a Development Plan Document (DPD). The policies have been grouped by Development Plan Document. Please note this is a general guide only and could be subject to change as DPDs are prepared.

<b>Core Strategy (DPD)</b>	
<b>Subject Area</b>	<b>Policy Reference</b>
District Strategy	DS1, DS2, DS3, DS4, DS5, DS8, DS9, DS11, DS13, DS15
Housing	S3, S4, S6, S14, S15, S16
Shopping	S20, S23
Community Facilities	S28, S35, S38
Landscape	C1, C6
Woodlands	C18, C19
Agriculture	C20
Transport	TR1, TR3, TR4, TR5, TR5A, TR13, TR15, TR16
Recreation	RAT1, RAT5, RAT6, RAT11
Rights of Way	RAT12, RAT16, RAT19, RAT20
Tourism Schemes	RAT22, RAT23, RAT27
Environmental Services	ES9, ES15

<b>Generic Development Control Policies (DPD)</b>	
<b>Subject Area</b>	<b>Policy Reference</b>
Housing	S7, S8, S9, S10, S11, S12, S13, S13A, S17, S18, S19
Shopping	S21, S22, S24, S24A, S25, S26, S27, S27A, S27B
Community Facilities	S29, S31, S32, S33
Conservation	S35A, S36, S37, S39, S39A, S41, S42, S43, S44, S45, S46, S47, S48
Landscape	C4, C5, C16
Nature Conservation	C9, C10, C10a, C11, C12, C16
Woodlands	C17
Agriculture	C21, C22, C23, C24, C25, C26, C27, C27A, C27B, C27C, C29, C30, C30A
Farm Diversification	C31, C32, C33, C34, C35
Archaeology	C36, C37, C38, C39
Employment	E4, E6, E7, E9, E10, E11
Transport	TR2, TR6, TR8, TR9, TR10, TR11, TR12
Recreation	RAT2, RAT3, RAT4, RAT7, RAT8, RAT9
Rights of Way	RAT13, RAT17, RAT21
Tourism	RAT24, RAT25, RAT26, RAT28, RAT29, RAT30, RAT33, RAT34, RAT35
Environmental Services	ES1, ES2, ES3, ES4, ES5, ES6, ES7, ES8, ES11, ES12, ES13, ES14, ES14A, ES16

The following table identifies policies from the Bromsgrove District Local Plan that the Council are proposing to save .

<b>Subject Area</b>	<b>Policy Reference</b>
Alvechurch	ALVE2, ALVE3, ALVE4, ALVE5, ALVE6, ALVE7, ALVE8
Barnt Green	BG1, BG2, BG3, BG4
Belbroughton	BEL1
Beoley	BE1, BE2, BE3
Bournheath	BOUR1
Bromsgrove	BROM5, BROM5A, BROM5B, BROM5C, BROM5D, BROM5E, BROM5F, BROM6, BROM9, BROM11, BROM12, BROM13, BROM14, BROM16, BROM18, BROM19, BROM22 BROM23, BROM24, BROM25, BROM26, BROM28, BROM30, BROM32,
Burcot	BUR1
Clent	CL1
Cofton Hackett	CH1
Fairfield	FAR1
Finstall	FIN1, FIN3, FIN4
Frankley	FR2, FR3, FR4
Hagley	HAG1, HAG2, HAG3, HAG2A, HAG2B, HAG5
Holy Cross	HOL1
Hopwood	HOP1
Romsley	ROM1, ROM2
Rowney Green	ROW1
Rubery	RUB2, RUB4, RUB5
Tardebigge	TARD1
Wythall	WYT1, WYT2, WYT3, WYT4, WYT5, WYT6, WYT7, WYT8, WYT9, WYT10, WYT11, WYT13, WYT15, WYT16



The following table identifies policies from the Bromsgrove District Local Plan that the Council are not intending to save or replace.

<b>Subject Area</b>	<b>Policy Reference</b>
District Strategy	DS6, DS7, DS10, DS12, DS14
Housing	S1, S2
Employment	E1, E2, E3
Bromsgrove	BROM1, BROM4, BROM7, BROM8, BROM8A, BROM10, BROM17, BROM29, BROM31

## Appendix 3 – Jargon Guide

### **Local Development Framework (LDF)**

The LDF will provide the framework for delivering the planning strategy and policies for Bromsgrove District.

### **Local Development Documents (LDD)**

The LDF is comprised of LDDs. These can be either Development Plan Documents (DPD), Supplementary Planning Documents (SPD) or other statutory documents such as the SCI and AMR.

### **Development Plan Documents (DPD)**

These will contain development plan policies and be subject to independent examination.

### **Supplementary Planning Documents (SPD)**

These will cover many issues and will provide additional guidance for policies in the DPDs. They are not a part of the development plan and they are not subject to independent examination.

### **Local Development Scheme (LDS)**

This document is a 3 year project plan for the production of documents in the LDF.

### **Annual Monitoring Report (AMR)**

A document showing the progress in achieving the programme set out in the LDS and the effectiveness of development plan policies.

### **Strategic Environmental Assessment (SEA)**

The environmental assessment of plans and policies, as required by an EU Directive.

### **Sustainability Appraisal (SA)**

An appraisal of the environmental, social and economic impacts of specific policies and proposals. Work will be undertaken at the same time as the SEA.

### **Statement of Community Involvement (SCI)**

This sets out the standards which the planning authority has to achieve and its proposals in relation to involving the community in plan-making. This is not a DPD but is subject to independent examination.

## Appendix 4 – Acronyms

List of Acronyms used in this document:

AAP	Area Action Plan
AMR	Annual Monitoring Report
BDC	Bromsgrove District Council
BDLP	Bromsgrove District Local Plan
DPD	Development Plan Document
LA	Local Authority
LDF	Local Development Framework
LDD	Local Development Document
LDS	Local Development Plan Scheme
LPA	Local Planning Authority
PPS	Planning Policy Statement
PINS	Planning Inspectorate
RPG	Regional Planning Guidance
RSS	Regional Spatial Strategy
SA	Sustainability Appraisal
SCI	Statement of Community Involvement
SEA	Strategic Environmental Assessment
SPG	Supplementary Planning Guidance
SPD	Supplementary Planning Document
WCSP	Worcestershire County Structure Plan

## Contact Details

We welcome your comments on the contents of this document. Please contact us by any of the following methods:

Telephone: 01527 881477 or 01527 881318

E-mail: [g.brookfield@bromsgrove.gov.uk](mailto:g.brookfield@bromsgrove.gov.uk)

Post: Local Plans Section  
Planning Services  
Bromsgrove District Council  
Burcot Lane  
Bromsgrove  
B60 1AA

For further information you can also visit the Local Plans website at;

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

**BROMSGROVE DISTRICT COUNCIL**

**EXECUTIVE CABINET**

**15TH DECEMBER 2004**

**LONGBRIDGE LINK ROAD STAGE 2 CONSULTATION**

Responsible Portfolio Holder	Councillor Mrs M Taylor
Responsible Head of Service	Malcolm Griffiths, Director of Planning Services

**1. SUMMARY**

- 1.1 The District Council is being consulted on the findings of consultants examining the feasibility for a new link road providing improved accessibility between Longbridge and the A441 north of Hopwood and ultimately the M42.
- 1.2 Responses are required by 6<sup>th</sup> December. Officer views have been forwarded to the Consultants subject to any amendments recommended by Cabinet.

**2. RECOMMENDATION**

- 2.1 **That the District Council supports improvements to Longbridge Lane as the most cost-effective proposal and least damaging environmental option. In addition the District Council asks that their strong rejection of all other proposals for a new road be noted.**

**3. BACKGROUND**

- 3.1 The District Council, together with other local authorities and regional organisations, has been a member of a Steering Group set up to examine the feasibility of constructing a link road between the Longbridge area and the M42. The technical aspects of the study have been undertaken by Faber Maunsell, who have acted as consultants to the Steering Group
- 3.2 The District Council is now being formally consulted by the Consultants into the options for a new road link. Although the Steering Group has also looked at proposals for a new Park and Ride site, rail freight facilities for MG Rover and the reintroduction of a rail link from Longbridge to Frankley, none of these items are the subject of the current consultation process.

**4. PROPOSALS**

- 4.1 Five options are put forward for consideration. Options 1 to 4 are shown on Map 1; Option 5 is shown on Map2. Comments on the merits of each option are set out below:
- 4.1.1 **Option 1: Do Nothing.** This is a base option identifying the consequences of minimal action. As might be expected, congestion, accident rates and noise levels are predicted to increase. Increasing congestion problems will impact upon the operations of both MG Rover and the new business park at Longbridge. In the absence of a new road there is no environmental impact for the existing open

countryside in Bromsgrove District. By taking no action to improve the highway network problems will remain focused on local residents, businesses and car users.

- 4.1.2 **Option 2: Longbridge Lane Improvement.** This option includes proposals to upgrade the existing route which runs east-west along the southern edge of this part of the City. While it is possible to carry out engineering improvements along most of this road, there are 'pinchpoints' which present difficulties. This proposal confers benefits on immediate residents in the Longbridge area by simply improving traffic flows. This is also predicted to decrease accidents levels. For the wider area, it has either a negligible or only small impact on noise levels, air quality or accident rates as traffic will tend to continue to follow existing routes. The localised road improvements to Longbridge Lane would improve traffic flows and consequently offer some benefits to business users in the area, including MG Rover. These benefits are not maximised, however, because the improvements would not provide a more direct route to the M42. As with Option 1, there are no consequences for the wider countryside although this option would mean some land take was necessary along Longbridge Lane to allow for road widening and junction improvements. This is a relatively low-cost option of about £3m.
- 4.1.3 **Option 3: New Link Road, Northern Option.** This option would result in a new road running from the MG Rover plant at Groveley Lane to the A441 at its junction with Longbridge Lane. This route is almost entirely within Bromsgrove District but follows a course immediately south of the District boundary with Birmingham. The proposal would result in some local environmental benefits for residents in Birmingham and also some wards in this District, mainly through noise reduction and improvements in air quality. Potential benefits also accrue from business having better access to the A441 and M42 although it would result in short-term disruption for MG Rover. The most significant negative impact arising from this road would be its effect on the open countryside between Cofton Hackett and Hopwood. Disturbance to agricultural activities, landscape and wildlife interests would result as well as the longer-term threat posed by this route through this route the Green Belt. This could lead to pressure for land releases where land was 'captured' by the new road. The ultimate consequence might be a boundary change to recognise the 'extension' of Birmingham City. This proposal is a relatively expensive option costed at £10m.
- 4.1.4 **Option 4: New Link Road, Southern Option.** This proposal is similar to the northern option although the route identified emerges further to the south on the A441. In doing so it has more serious consequences for agricultural operations as well as a greater impact on the wider environment, in particular the visual impact on the landscape. Predicted traffic flows for this option suggests the link road potentially offers a less attractive route for users wishing to move east-west whose destination is within the city boundaries. Consequently it would seem that the northerly option meets the needs of more users than a southerly choice. Together with the environmental damage of this route the justification for this option seems less convincing even though estimated construction costs are slightly less at £9.5m
- 4.1.5 **Option 5: Southern Alternative Option.** This is an alternative routing option put forward by local landowners and has not been considered in detail by the Steering Group. The Group felt it should be tested through the consultation process to gauge public reaction. However, this would be the most expensive of any option (estimated cost between £15 - £20m) and clearly the most damaging environmentally cutting across one of the most significant SSSIs in Bromsgrove District as well as affecting a Special Wildlife Site, a Landscape Protection Area and impacting hugely on the Green Belt. Although it would offer benefits to parts of Hopwood and reduce traffic flows in the Barnt Green area, the environmental consequences of this option are totally unacceptable.

## **5. CONCLUSIONS**

- 5.1 The main beneficiaries of a new road link are business users in the Longbridge redevelopment area and residents living along Groveley Lane. MG Rover has concerns about access arrangements and difficulties caused by a new road link and would also suffer from a considerable period of disruption during the construction phase.
- 5.2 Generally the reduction in traffic flows along a majority of the existing road network is very modest. Conversely, the environmental impact of any of the new road links is high. The road options cut across open rising land and would have a strong urbanising impact on the area. In addition, a new road often defines new development opportunities. While this may not be an immediate threat it could well become attractive to the development industry over time.
- 5.3 The benefits of a new link road from this Council's perspective are therefore limited while the disadvantages are significant. It is recognised that the traffic network in the vicinity of Longbridge is in need of improvement particularly as redevelopment of a large part of the former MG Rover plant will take place shortly. Consequently, it is felt that the Council's support should be given to improvements to Longbridge Lane (Option 2) rather than any scheme which would result in the construction of a major new road across Bromsgrove's Green Belt.

## **6. FINANCIAL IMPLICATIONS**

The District Council has committed £5,000 to the costs of the Study.

## **7. LEGAL IMPLICATIONS**

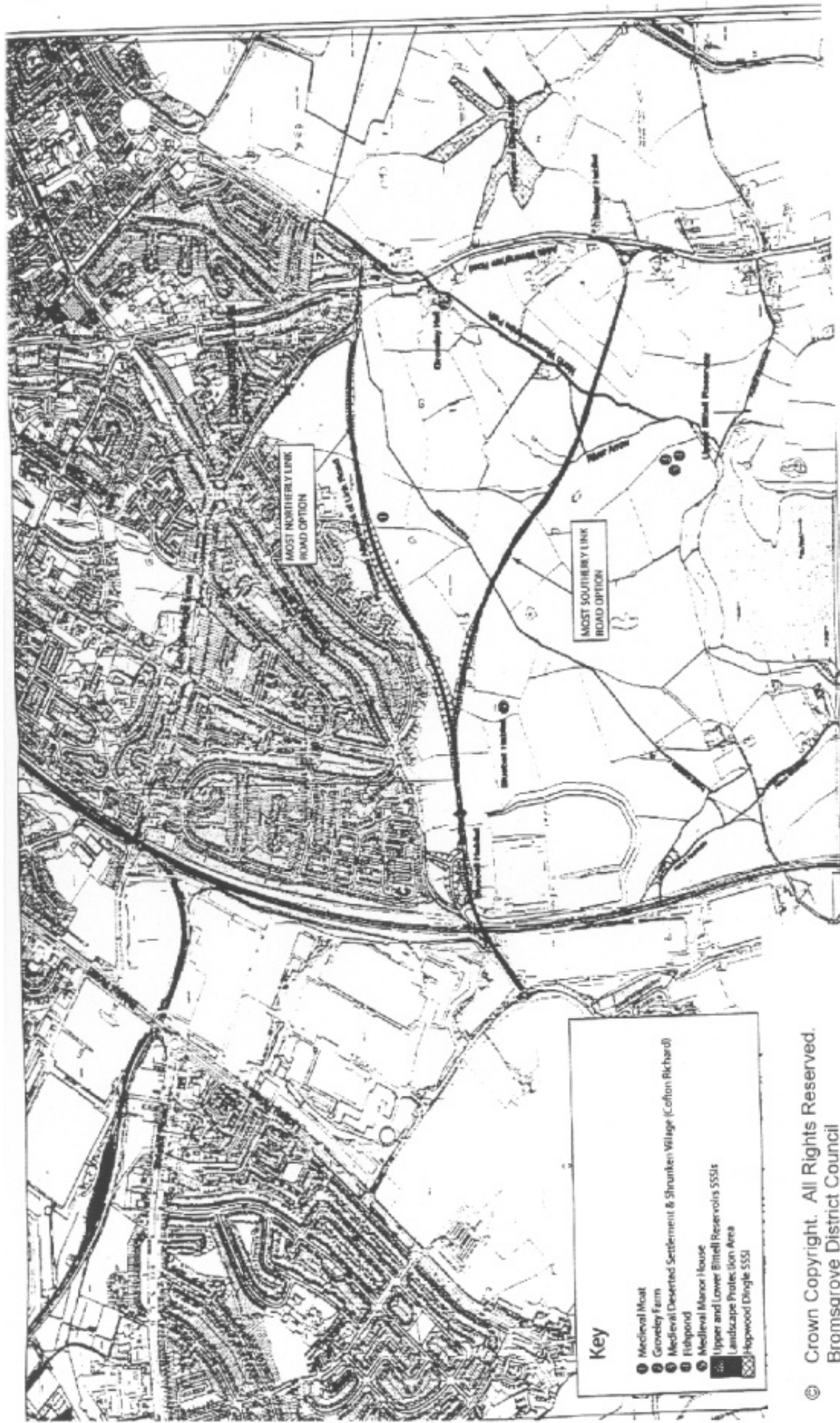
There are no direct legal implications arising from this report.

### **Background Papers**

Longbridge Transport Options Study October 2004

### **Contact officer**

Name P Crysell  
E Mail: pcrysell@bromsgrove.gov.uk  
Tel: (01527) 881318



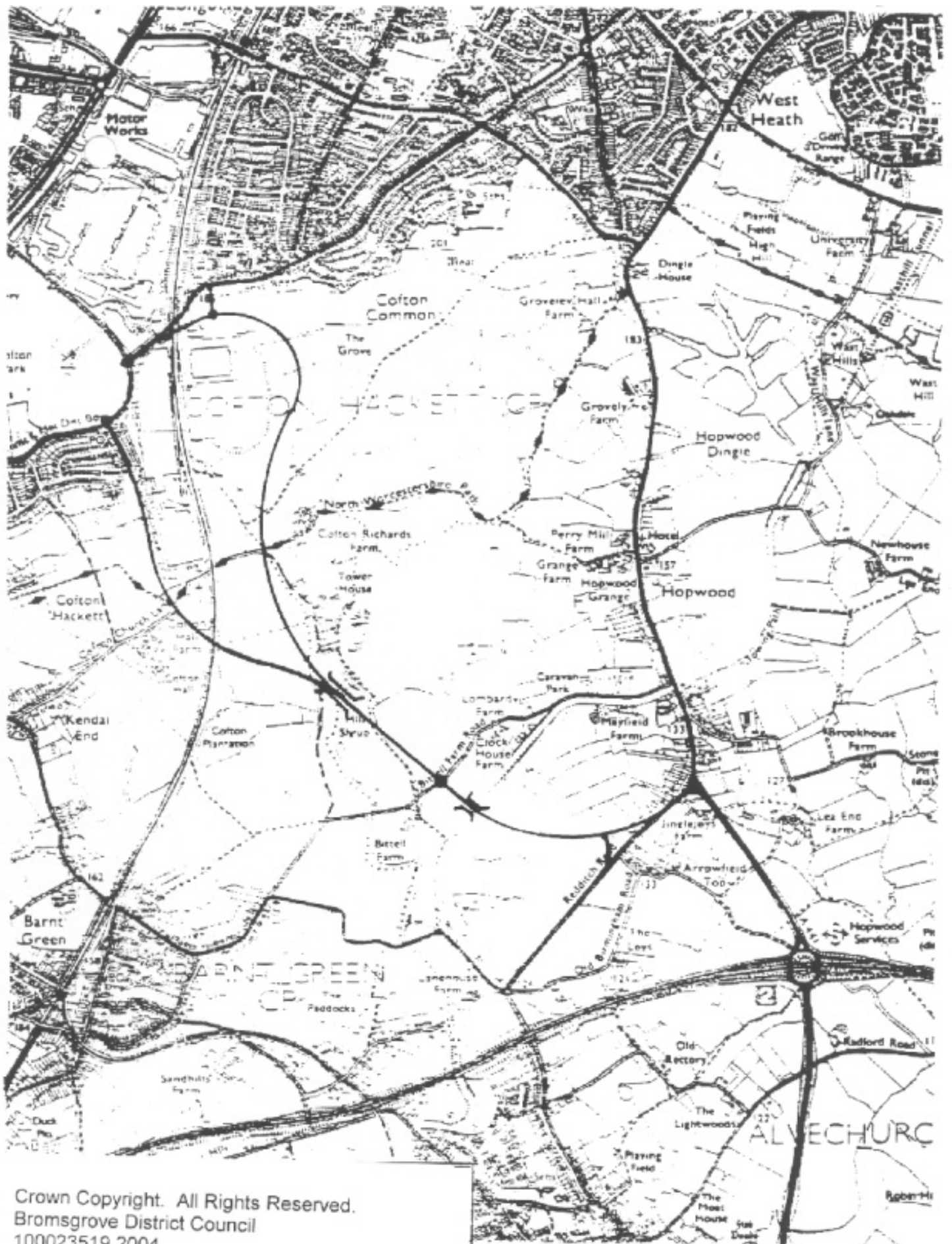
**Key**

- Medieval Moat
- Goresley Farm
- Medieval Deserted Settlements & Shrunken Village (Cotton Richard)
- Fishpond
- Medieval Manor House
- Upper and Lower Bittell Reservoirs SSSIs
- Landscape Protection Area
- Hopwood Dingle SSSI

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 Bromsgrove District Council  
 100023519 2004

**MAP 1 Longbridge Link Road Area covered by Options 1 - 4**





**BROMSGROVE DISTRICT COUNCIL**

**EXECUTIVE CABINET**

**15TH DECEMBER 2004**

**REPORT TITLE –DELEGATED POWERS**

Responsible Portfolio Holder	Councillor Mrs. Taylor
Responsible Head of Service	Malcolm Griffiths

**1. SUMMARY**

- 1.1 To advise Members that the report on the trial period for delegated powers is in the draft stage, and therefore to seek Members acceptance to extend the trial period until such time as the finalised report is presented to Members.

**2. RECOMMENDATION**

- 2.1 That Members agree to extend the trial period of delegated powers until such time as the finalised report is presented to Members.

**3. Background**

- 3.1 Since January 1<sup>st</sup> 2004, the Council has been undertaking a one-year trial of a different delegated powers schedule in relation to the processing of Planning Applications, which expires on 31<sup>st</sup> December 2004. The Director of Planning Services is in the process of preparing a report to Members advising of the consequences of that trial on the workload of Planning Committee and officers alike.

- 3.2 It is appropriate that the trial period continues until a feedback report is brought before Members and further recommendations are considered. This will be very early in the New Year after the expiry of the initial trial period.

**4. Financial Implications**

- 4.1 None directly

**5. Legal Implications**

- 5.1 None

**Background Papers**

Minute 85/03 (2) (a)  
Minute 60/93.

**Contact officer**

Name: D. Hammond  
E Mail: d.hammond @bromsgrove.gov.uk  
Tel: (01527) 881330

**BROMSGROVE DISTRICT COUNCIL**

**EXECUTIVE CABINET**

**15TH DECEMBER 2004**

**UPDATE REPORT ON THE COUNCIL'S DOMESTIC WASTE COLLECTION AND RECYCLING SERVICE – DECEMBER 2004**

Responsible Portfolio Holder	Councillor B. L. Fuller
Responsible Officer	Lesley Waller, Corporate Director, Services

**1. SUMMARY**

- 1.1. This report provides an update for Members on progress with the modernisation of the Council's domestic waste collection and recycling service since the Best Value Review, March 2004 and the introduction of a kerbside service for domestic waste and recyclables.
- 1.2. It also outlines the programme for the Audit Commission Inspection, setting out the required 'Position Statement' for Members to comment upon and approve.

**2. RECOMMENDATION**

- 2.1. Members are invited to comment on and note the contents of this report.
- 2.2. Members are asked to receive and endorse in principle the summary recommendations of the Best Value Review March 2004 as set out in the report under section 4.3.
- 2.3. Members are asked to endorse and accept the 'Position Statement' as an accurate description of service performance at the Depot.

**3. POSITION STATEMENT**

- 3.1. This Council acknowledges that the Depot has had deep seated and significant management, financial, staffing and service problems going back a number of years. These have been formally identified in the past reviews, namely the Best Value Review conducted by Capita, 1999, the Audit Commission Inspection, 2000 and the Council's own Best Value Review completed in March 2004.
- 3.2. The Council is fully committed to improving performance and service provision and this is evidenced in the Council's decision to seek Voluntary Engagement with the Government through the offices of ODPM on 3<sup>rd</sup> June 2004.
- 3.3. The Council has made substantive efforts over the past five months which have achieved significant improvements to service provision and will lead to the full implementation of the kerbside refuse and re-cycling service. Staff morale has been raised and customer complaints are now minimal. This work continues – PSI – 2, Draft Recovery Plan, October 2004
- 3.4. The Council through its Draft Recovery Plan will be undertaking a thorough business and financial review which will result in comprehensive budget systems and an operational Business Plan for the next Financial Year, 2005/06.

3.5 The Council will commence, two further service reviews, Draft Recovery Plan, October 2004,

- PSI – 3, 'To improve the efficiency and effectiveness of the Trade Waste Service', commences in January 2005
- PSI – 4, 'To improve the efficiency and effectiveness of the ground maintenance and street cleansing services' commences in February 2005.

#### **4. BACKGROUND**

##### **4.1 Best Value Reviews and Audit Commission Inspection reports:**

In March 2004 the Depot Services Best Value Review report was completed. This was the second of two best value reviews, the first being in 1999 conducted by Capita followed by an Audit Commission Inspection in 2000.

##### **4.2 Audit Commission Inspection – November 2000**

The Audit Commission inspected the Depot Services in November 2000 and with regard to the refuse services came to the following conclusions:

- "Missed dustbin collections, had become worse over a three-year period, and continued to deteriorate.
- High sickness rates – an average of ½ day a week in some cases.
- Existing contracts are poorly specified and do not give value for money.
- Staff are not adequately managed, resulting in a lack of performance management and poor productivity.
- The targets the Council has set itself are unrealistic, not achieved and not monitored.
- The Council does not monitor the overall performance and value for money it gets from the service.
- There was a lack of confidence in the Council's financial and performance management arrangements. The external auditor has raised concerns about the financial statements and has qualified the accounts for 1999/2000. The Council has not demonstrated in these services the vision, drive, and capacity to deliver best value for its residents.
- The Council was unable to be sure of the exact turnover figure for the five main services (est. between £3.3 and £3.8million) despite this being more than half of its annual net revenue expenditure. "

These conclusions, which although consented at the time, show that the service problems at the Depot are deep-seated and longstanding.

##### **4.3 Best Value Review – March 2004:**

This Best Value Review, conducted during 2003, was concluded in March 2004. It has not been presented to Elected Members; the decision to defer presentation was taken by the then Interim Chief Executive.

This report claimed that the service was "competitive, despite some significant management issues, such as a higher than acceptable sickness absence and weak financial and administrative controls arising primarily from lack of capacity, together with performance issues such as a higher than average cost for refuse collection service and lack of kerbside collection for recyclables".

The report continues, "It is also important to note that approximately three years ago, the services were exposed to the then compulsory competitive tendering process and the in-house providers bid was successful, despite stiff competition."

The proposed Improvement Plan went on to make the point that there was a need to:-

- "generally improve performance wherever practicable, and in particular, provide 'best value', with the aim of providing services which are both in terms of cost and quality, equal to the best performing authorities.
- To become fully responsible for the management and monitoring of all service provision.
- Continue the development of meaningful local performance indicators in areas of customer's complaints and satisfaction levels.
- To continue to expand customers consultation processes, so as to ensure that service provision is fully inclusive and comprehensively meets the needs of the Bromsgrove community.
- To improve communication with other Council department's and internally generally with the workforce, primarily through improved IT provision.
- To fully implement quality management systems for all services, commencing with the introduction of a new computerised services management systems.
- To reduce and maintain sickness absence levels to well below the national standard, through the rigorous implementation of the Council's sickness absence policy.
- To continue to significantly reduce the number of agency staff employed for service provision, in particular, the refuse services.
- The provision and promotion of a new, hi-tech, waste collection service, which will include comprehensive kerbside collection scheme for recyclables.
- Undertake regular reviews of working practices and equipment/vehicles used, and where identified, implement improved services and systems.
- Introduce a comprehensive, promotional programme for services."

**Appendix One** shows for information only the proposed Improvement Plan from the Best Value Review, March 2004. As this review was never presented to elected members no specific actions have been taken against this plan.

## **5. MODERNISATION OF SERVICE**

### **Background**

- 5.1 In order to address the poor recycling performance of the Council and take the opportunity of modernising the service to make it more efficient, a detailed scheme was developed in 2002, based on other successful local authority kerbside collection schemes for recyclables and non-recyclable waste, in particular, that of Daventry District Council.
- 5.2 In developing the service modernisation proposals, it was recognised that substantial funding would be required, particularly at the introductory stage. A bold bid was therefore made to *Defra* for funding assistance in September 2002.
- 5.3 The bid was very successful and resulted in the receipt of just under £1.8 million. The grant funded the purchase of four hi-tech refuse freighters (which possess mechanical bin lifting arms and demountable bodies) for the collection of green waste, four vehicles for collecting "dry" recyclables (paper, cans, etc) and the collection containers required (wheelie-bins and plastic boxes).

- 5.4 The Council's contribution towards the cost of the service modernisation scheme was to pay for the purchase of a further four hi-tech refuse freighters to be used for the collection of non-recyclable waste and the wheelie-bins required.
- 5.5 In addition, the new service arrangements were strongly supported by the County Council as the Waste Disposal Authority, who agreed to assist in the introduction of the kerbside recyclables collection scheme, by funding the purchase of 16 spare demountable containers for the refuse freighters, costing £126,800, contributing a further £300,000 towards the improving recycling rates, and funding the construction and operation of a new Waste Transfer Station, to be located alongside the Depot.
- 5.6 Whilst it was originally intended to commence the modernisation scheme in April 2003, there was a need to delay its introduction for two reasons. The first was the need to change the specification of the recyclables vehicles from that of a hi-tech, large capacity type (kerbsider), because *Defra* advised that they were only prepared to fund the purchase of less sophisticated vehicles. Secondly, the refuse freighter specification required changing following discussions with the County Council, who suggested the introduction of refuse freighters with demountable bodies, as this would enable full bodies to be deposited for collection at a newly constructed Waste Transfer Station adjoining the Council's Depot.
- 5.7 The advantages of this included freeing up collection time for the Council's collection vehicles, and prolonging their life through not having to be used for delivering non-recyclable waste to landfill sites.
- 5.8 With the agreement of *Defra*, the revised scheme arrangements were re-programmed to commence in March 2004.
- 5.9 To assist in the introduction and operation of the new service arrangements, a comprehensive promotional campaign was commenced many months prior to the scheme's commencement. This was supported by the development of an operational policy for guidance in the level and type of service to be provided; for example, the criteria to be used for people who require assisted collections either through being disabled or through property access/waste storage constraints.
- 6. Implementation and Operation of New Scheme:**
- 6.1 16<sup>th</sup> March 2004 saw the introduction of round one of the council's new kerbside collection for domestic refuse and the start of household collection of re-cycling materials, glass, plastic, papers, tins and textiles.
- 6.2 This was a major change programme with collections going from back door to kerbside, recycling introduced incrementally across 8 rounds in boxes, with fortnightly household collections in wheeled bins. In addition the council introduced a dedicated round with restricted capacity for the disposal of commercial/business waste commonly known as trade waste.
- 7. Complaints and problems:**
- 7.1 From the onset the new service hit problems and residents complained about the poor service that they were receiving. During March and April residents calling in to complain blocked and dominated the council's switchboard. Staff working at The Council House were diverted from their other duties to support the depot call centre with a total of fourteen lines taking calls. The press reports were fiercely critical and negative.

- 7.2 Elected Members were bombarded with complaints from within their Wards about the quality of service with many stating that the Council was wrong to introduce fortnightly collections and kerbside recycling.
- 7.3 A crisis management team was established on 2<sup>nd</sup> April and daily reports to senior management and the Portfolio Holder were immediately introduced.
- 7.4 One major problem encountered was “the round formation” which had been commissioned by the Council to undertaken by external consultants. Properties were missed and crews did not get assigned to efficient or effective rounds.
- 7.5 The contract with the company was subsequently terminated. The then Head of Depot and the then Environment Strategy Officer set about in April reviewing these round compilations identifying and rectifying the many errors.
- 7.6 Other problems included:-
- bins/boxes not delivered in time for household to use ready for the commencement of relevant rounds
  - numbers of dispensations exceeded expectations – many being granted over the telephone and subsequently not verified to satisfactory standard
  - green bins filled with heavy soil with the worst week being the week after the Easter Bank holiday,
  - general confusion over nature of ‘trade’ waste resulting in commercial/business waste being left out for collection under the domestic waste service
  - rubbish in black bags not wheeled bins ( this needed a different vehicle to be collected)
  - capacity shortfall due to under-estimate of amounts of recyclables being left out for collection
  - few written procedures
  - depot site/yard was in a mess, it lacked security and a separate entrance for the Waste Transfer Station works which were not completed in time for the rollout
  - Waste Transfer Station not complete
- 7.7 7<sup>th</sup> May was a typical day showing 40 missed bins and by 30<sup>th</sup> June an estimated 6,700 service enquiries/complaints in the form of written correspondence, emails and telephone calls had been received by the Council from the 500,000 collections of domestic refuse since the scheme was introduced. In short the service was in an utter state of confusion with managerial responsibility defused and unfocused.

## **8. FIRST STEPS TO RECOVERY**

- 8.1 In mid July a new and strengthened management team was put in place reporting directly to the Corporate Director for Services. The administration function was re-assigned to an officer at the depot where previously this had been managed from The Council House.
- 8.2 A review team was established led by the Corporate Director Services and attended by the newly appointed Portfolio Holder, Councillor Fuller. Councillor Peters also attends as a representative of the Refuse and Recycling Working Group Task Group – Scrutiny. The team reluctantly took the decision to halt the roll-out following continuous problems with round 3.
- 8.3 All functions and contracts were reviewed, meetings were held with all the contractors and two contracts were terminated by mutual agreement and at no cost to the Council.

8.4 The Portfolio Holder and Corporate Director, Services holds regular meetings with the crews to hear directly from staff the problems that they were encountering with regard to the changes and the new vehicles. They are joined by the depot management and on two occasions the Managing Director and Sales Director from Faun, UK.

## **9. Vehicles:**

9.1 Operational experience identified some teething problems with the Side Press vehicles which include the following:-

- The hydraulic valves were breaking down
- Compactor and charge box hopper - the men expressed their concerns that they could only do one bin at a time, resulting in slow performance
- Bins were being lost as a result of the operator having to 'shake' the bin to clear waste.
- Waste getting stuck in the front seal.
- Problems with the suspension and they had to make it higher to compensate the load.
- Weld Cracking on fabrication of the lift arm.

9.2 A number of meetings were held with the team from Faun UK resulting in immediate action and rectifications of these faults and an extension to the Council's three year warranty on the vehicles at no cost to the Council. The vehicles are now in full working order.

## **10. Health and Safety:**

10.1 In addition to the management problems an incident with a young teenager exposed a potential health and safety risk to public safety. In response to this an independent adviser was employed through the Institute of Waste Management and a thorough risk assessment was undertaken.

10.2 Two 'driver' blind spots – the first at 45 degrees from the near side and the second behind the side 'operating' arm were identified. Additional staff were immediately deployed on the rounds to ensure the safety to the community and staff whilst the issue was resolved with the manufactures, Faun.

10.3 The Portfolio Holder, the Corporate Director, Services, the Head of Legal, the Acting Head of Depot and the Council's Health and Safety Officer met with the Managing Directors of Faun UK and Faun Germany.

10.4 As a result of that meeting various safety modifications were agreed. Additional camera equipment has been installed over the side arm, the mirrors have been substantially upgraded and 4 sound sensors installed based on the chassis protecting both public and staff. Further independent risk assessments were undertaken on Monday 25<sup>th</sup> and Tuesday 26<sup>th</sup> October showing that the vehicles can now be worked safely with a crew of two staff.

10.5 The Council fully complies with Part 1 PUWER, 1998 No. 2306 (The Provision and Use of Work Equipment Regulations) and Part 2 LOLER, 1998 No 2307 (The Lifting Operations and Lifting Equipment Regulations).

## **11. Information to Households:**

11.1 It was agreed to slim down the information sent to households from three communications to one, as this had previously led to confusion about the service.



**12. Staff Sickness:**

- 12.1 The issue of staff sickness was addressed and levels are now under better control with the resolution to two long term sickness cases currently being resolved.

**13. Assisted Service:**

- 13.1 Dispensations for assisted service have been reviewed resulting in 182 granted dispensations and 987 temporary dispensations being cancelled as they failed to meet the required criteria. The criterion for being given an assisted service is when there is no "fit or able" person living at the household who is able to place the bins or boxes at the kerbside.

**14. Rounds:**

- 14.1 A Geographical Information System, GIS, was installed to provide accurate information to the contractors and to review the round compilations. In addition all the rounds are being revised and this should be completed by the end of the financial year. The proposal is that the 'assisted' collections will be managed separately in rear loading vehicles which will also be used on the narrower lanes where the side loading vehicles are unable to operate.

**15. Capacity – Recycling Vehicles:**

- 15.1 Various alternative vehicles were appraised and trialed with the most effective vehicles being kerbside loaders. On November 10<sup>th</sup> the Executive Cabinet approved the purchasing of 4 second-hand kerbsiders thus increasing the capacity from 4 to eight vehicles that should provide comprehensive cover for all the planned rounds. This does not however allow for a spare vehicle although contingency plans have been put into place. This situation will need reviewing regularly as volumes increase.
- 15.2 This will bring re-cycling to 90%+ of households with only flats and properties down tracks unable to be serviced by wheeled bins and boxes.

**16. Implementation re-started:**

- 16.1 On 2<sup>nd</sup> November the roll out re-commenced with round four and the Council is again on target to complete the roll-out by March 2005 thus meeting the *Defra* grant timetable.

**17. Complaints and Enquiries:**

- 17.1 Missed bins complaints have been recorded on our system from April with a marked improvement showing a positive trend, **Appendix Two**
- 17.3 The Council is also receiving positive messages back from the public. At the Spotlight Meeting held on 14<sup>th</sup> October at Wythall four residents spoke each congratulating the Council on the scheme with none against.
- 17.4 On 12<sup>th</sup> November a local resident wrote to the council saying,  
"I think that the new refuse collection service is brilliant and wish others would stop moaning about it!"

17.5 On 16<sup>th</sup> November another resident wrote to the Council saying,

“I just wanted to let the Council know that I think the new recycling & collection arrangements are an excellent idea. I can't believe just how much household waste can be recycled - this new arrangement really makes you think about what we should and could have been doing a long time ago. I now have very little household waste as everything else is in the recycling bin !”

**18. Collection Rates:**

18.1 To date, the quantity of dry recyclables collected via the kerbside recycling service is 941 tonnes, whilst green waste collected for composting totals 2051 tonnes. Bromsgrove residents have therefore enabled 2992 tonnes of their household waste to be diverted away from landfill. These figures enabled a recycling rate of 12.09% for the 2<sup>nd</sup> quarter this year compared with 9.77% last year for the same period. In addition to this a composting rate of 12.59% was achieved for the second quarter, which amounts to 24.68% of household waste being recovered and recycled or composted and thus conserving natural resources for the future

**Appendix Three** Shows a full breakdown of collection weights listed by material type.

**19. Waste Transfer Station:**

19.1 The construction of the waste transfer station is now complete; it was now fully licensed by the Environment Agency for recyclable collections as of 7<sup>th</sup> November 2004. Security at the Depot has been reviewed and a fully operational wash-down area will be constructed by the end of the year.

**20. NEXT STEPS TO RECOVERY:**

20.1 Although substantive improvements to the historical problems have been achieved there is still some way to go before sound operational performance can be consolidated and sustained. There is also an urgent need to review the Trade Waste, Grounds Maintenance and Street Cleansing Services.

**21. Business Review and Budget Management:**

21.1 As part of the Recovery Plan and funded by the Capacity Funding Bid a team of consultants have been bought in with the following brief:

- Robust budget developed for all services provided by the depot (including contracts)
- Completion of review of all financial processes with regard to the depot
- Completion of review of all contracts provided by the depot to ensure that they are appropriate (including looking at the approach to partnerships)
- Completion of training for staff at the depot have the necessary skills to ensure that they understand the contracts, can develop new ones in future and can manage them to ensure that resources are maximised
- Clarification of the costs of the trade waste service and put together some financial projections as to whether the service can be expanded
- Compilation of a robust maintenance and replacement programme for the depot and pass the skills on to the staff
- Equip staff at the Depot to manage budgets

21.2 This work which will include the development of performance indicators and the development of a comprehensive Business Plan for the next financial year.

- 21.3 The Council's Draft Recovery Plan identifies three specific work plan in it's section that address Performance and Service Improvement, PSI – 2 'To improve the efficiency and effectiveness of the refuse and re-re-cycling services' which continues the work of the Review Group set up in August this year moving on to PSI – 3 and PSI – 4, **Appendix Four.**

PSI – 3, 'To improve the efficiency and effectiveness of the Trade Waste Service commences in January 2005, Appendix **Five.**

PSI – 4, 'To improve the efficiency and effectiveness of the ground maintenance and street cleansing services' commences in February 2005, **Appendix Six.**

## **22. AUDIT COMMISSION INSPECTION**

- 22.1 As part of the Recovery Plan under Voluntary Engagement the Audit Commission will be conducting a 40 days inspection covering the refuse and recycling services, waste management and street cleansing. The inspection will commence on 8<sup>th</sup> December and be completed by 16<sup>th</sup> December. The report of their findings will be published in February/March 2005.

- 22.2 The Council welcomes this inspection as an opportunity to move forward, through the identification and clarification of issues to be addressed in order to provide the residents of the district the service that they deserve.

## **23. FINANCIAL IMPLICATIONS**

- 23.1 There are no financial implications in this report, any resulting from the work outlined in the report will be presented to Members when proposals have been considered and developed.

## **BACKGROUND PAPERS**

Depot Services Best Value Review Report, March 2004, unrepresented.  
Audit Commission Inspection Report, November 2000  
Capita, review of Depot Services DLO'S Report, 23<sup>rd</sup> December 1999

## **CONTACT OFFICERS**

Names: Lesley Waller - Corporate Director, Services  
Steve Bedford, Acting Head of Depot Services

Email: [l.waller@bromsgrove.gov.uk](mailto:l.waller@bromsgrove.gov.uk)  
[s.bedford@bromsgrove.gov.uk](mailto:s.bedford@bromsgrove.gov.uk)

Tel: 01527 881202 or 01527 881705

# **SECTION 4**

# **SERVICES IMPROVEMENT PLAN**

Ref.	Target	Action	Completion Date	Person Responsible	Resource	Measure
<b>Street Cleaning</b>						
SC01	To reduce fly tipping / litter complaints received by 10% from the 2003 base	Review existing practices / campaigns (e.g. CCTV, educational training and enforcement targets etc.) to manage, control and reduce fly tipping. Identify system improvements and implement. Set challenging reduction targets and monitor.	Apr-05	Head of Depot Service	Subject to new management structure implementation	Reduction of fly tipping/ litter levels by 10% by Apr 05 Increase in customer satisfaction level percentage Reduce numbers of customer complaints
SC02	Develop meaningful local indicators in the areas of customer complaints and customer satisfaction levels	Set challenging local performance indicators and communicate as appropriate. Establish interrelated goals for those who activities can contribute to the overall attainment of the local indicator.	Mid 04	Head of Depot Service	Subject to new management structure implementation	Established local indicators
SC03	To have a comprehensive electronic management system	Implement electronic management control processes and procedures.	Apr-04	Head of Depot Service	Subject to new management structure implementation	A fully operational electronic management system and employees conversant with requirements
<b>Grounds Maintenance</b>						
GM01	To investigate labour, plant and methods utilised to maximise efficiency	Carry out a review of existing methods and practices	Dec-04	Head of Depot Service	Subject to new management structure implementation	
GM02	To re-evaluate and implement revised grass cutting specifications.	Evaluate and implement revised grass cutting specifications.	Ongoing process of continual review	Head of Depot Service	Subject to new management structure implementation	(1) A new programme of works; (2) Reduction in number of grass cutting complaints/requests (3) Improved grass cutting rates compared to 2002 levels (4) Reduction in wear & tear on machinery
GM03	To implement a comprehensive electronic service management system	Implement electronic management control processes and procedures.	Dec-04	Head of Depot Service	Subject to new management structure implementation	A fully operational electronic management system and employees conversant with requirements.
<b>Highways/Sewers</b>						
HWS01	To investigate opportunities to be competitive and gain revenue through private sewer clearance service.	Investigate approaches (including, labour, tools, plant and methods utilised to maximise efficiency), develop proposals and implement plan for private sewer clearance contracts	Dec-04	Head of Depot Service	Subject to new management structure implementation	New business gain. Revenue increase
HWS02	To introduce performance measure for response times and completion of works.	Implement changes to reach new response times	Dec-04	Head of Depot Service	Subject to new management structure implementation	Achieved response times targets. Increase in customer satisfaction. Decrease in customer complaints
HWS03	To develop a contingency plan for the impact of the LSVT vote on sewer operations.	Develop and implement the plan of action according to specified timeframes.	Apr-04	Head of Depot Service	Subject to new management structure implementation	Efficient and effective transitions of new practices following impact on current operations

Ref.	Target	Action	Completion Date	Person Responsible	Resource	Measure
<b>Garage Services</b>						
VMS01	Improve systems and procedures	Investigate current working practices, establish performance data, benchmarks, and productivity levels	Dec-04	Head of Depot Service	In part subject to new management structure implementation	Established written procedures. Enforced FTA requirements. Established monitoring information (bench marking, etc)
VMS02	Marketing service	Investigate opportunities for marketing and utilise spare capacity to full	Dec-04	Head of Depot Service	In part subject to new management structure implementation	Optimised expansion of service. Increased income.
VMS03	Revise the management system for vehicle repairs and implement an effectiveness vehicle maintenance management system and processes	Develop and implement an effectiveness vehicle maintenance management system and processes. Revise the management system for vehicle repairs. To include, 1) duplicate repair slips and 2) the setting of deadlines for completion of repairs.	Dec-04	Head of Depot Service	In part subject to new management structure implementation	
<b>Cesspool / Septic Tank Emptying</b>						
CE501	Improve systems and procedures	Investigate current working practices, establish performance data, benchmarks, and productivity levels	Dec-04	Head of Depot Service	In part subject to new management structure implementation	Established written procedures, routes, etc. Established monitoring information (bench marking, etc)
CE502	Marketing service	Investigate opportunities for marketing and utilise spare capacity to full	Dec-04	Head of Depot Service	In part subject to new management structure implementation	Optimised expansion of service and customer base. Increased income.
<b>General</b>						
GEN01	To establish comprehensive links with appropriate network and stakeholder groups to facilitate benchmark comparisons.	(1) Establish and conduct a comprehensive external consultation programme with Local Authorities and other appropriate groups. (2) Establish ongoing links with relevant groups.	Dec-04	Head of Depot Service	In part subject to new management structure implementation	(1) Comprehensive library/source of benchmark data. (2) Established links with appropriate network groups. (3) Programme of consultation clearly defined and implemented.
GEN02	To establish and conduct a comprehensive internal consultation programme with internal stakeholders.	Review and improve current methods of internal consultation.	Apr-05	Head of Depot Service	In part subject to new management structure implementation	Appropriate and comprehensive methods of internal consultation is established and implemented.
GEN03	To conduct a comprehensive review of the organisational structure of the Depot and implement recommendations as appropriate.	Evaluate the effectiveness of the existing Depot structure on the service provision and develop a plan to implement restructuring proposals as appropriate.	Current	Head of Depot Service		A comprehensive organisation review and restructuring proposal.

Ref.	Target	Action	Completion Date	Person Responsible	Resource	Measure
HW504	To improve system and housekeeping administration	Consider the implementation of identity cards for all workers, replacement of old signage, administration of inventory of highway sewer callout equipment etc. to facilitate improvements	Dec-04	Head of Depot Service	Subject to new management structure implementation	
<b>Refuse Services</b>						
REF01	Evaluate the impact of the successful DEFRA bid on the refuse service and modernise the service and review and upgrade the refuse fleet	Evaluate the impact of the successful DEFRA bid on the refuse service, review systems available, and implement best choice. Complete the evaluation of the new fleet requirements, purchase and implement chosen option, ensuring an effective transition and training programme.	Apr-03	Head of Depot Service		
REF02	Identify more efficient and cost effective methods	Review methods, investigate current working practice and policy	Feb-04	Head of Depot Service		Optimise staffing levels, methods, and hours worked to utilise "spare capacity"
REF03	Optimise efficiency of Trade Waste service	Investigate opportunities for marketing, identify customer base, review methods and policy	Feb-04	Head of Depot Service		Expand customer base and increase income
REF04	Reduce sickness levels to national targets	Review policy and procedures	Ongoing	Head of Depot Service		Reduction in sickness absence
REF05	Reduce usage of staff agency personnel	Review level of labour intensity as part of modernisation, reduce permanent staff absences.	Apr-04	Head of Depot Service	In part subject to new management structure implementation	Reduction in staff agency usage
REF06	Work in partnership with neighbouring authorities to redefine boundaries and responsibilities for collecting refuse on the same road.	Redefine boundaries and work with in partnership with neighbouring authority to define responsibilities for collecting refuse on the same road. (As part of the new refuse collection proposal)	Dec-04	Head of Depot Service	In part subject to new management structure implementation	
REF07	Evaluate and address customer survey findings with regard to improving performance and/or perception.	Evaluate previous customer surveys and set rigorous targets to improve on performance and/or improve public perception, e.g. with regards to missed bins and bank holiday collections	Nov-04	Head of Depot Service	In part subject to new management structure implementation	

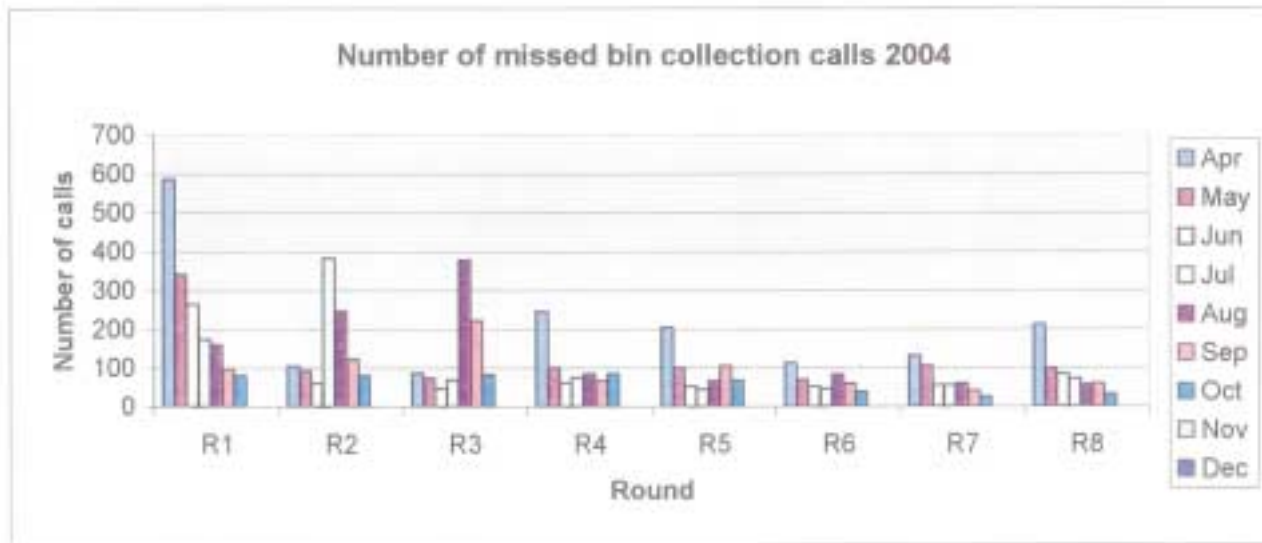
Ref.	Target	Action	Completion Date	Person Responsible	Resource	Measure
GEN12	Review the potential LSVT impact on all Depot Services.	To review the potential LSVT impact on all Depot Services and develop contingency plans to ensure minimal disruption of depot operation during possible transition of housing stock, the effective and efficient implementation of operational changes resulting from the LSVT vote, and to address staff training / restructuring issues.	Dec-04	Head of Depot Service	Subject to new management structure implementation	
GEN13	Review the status of equipment to facilitate better service delivery.	Re-evaluate equipment purchases and repairs (e.g. mini digger, drain jetter, lowbars on essential trucks etc.) to facilitate better service delivery.	Jun-04	Head of Depot Service		
GEN14	To review working conditions	Evaluate working conditions, e.g. working hours of Depot staff and bring it in line with other Council employees and pay rates.	Ongoing	Head of Depot Service	To be done in conjunction with Human Resources	
GEN15	Determine and set challenging customer services targets for all relevant services.	Develop local performance standards and goals and implement a comprehensive management programme.	Apr-05	Head of Depot Service	Subject to new management structure implementation	
GEN16	Review existing contracts, ensure specifications are comprehensively set and are cost effective.	Review existing contracts, ensure specifications are comprehensively set and are cost effective. Also takes into consideration proposals of draft procurement strategy.	Ongoing process of continual review	Head of Depot Service		
GEN17	Market test the services in line with BOC procurement strategy.	Conduct a comprehensive options appraisal in line with the revised BOC procurement strategy, including market testing services such as the septic tank emptying service to realise their true potential. All options must ensure that the Council properly specifies the service it wants, set clear aims and top quartile targets to be achieved.	Dec-05	Head of Depot Service	(1) Subject to new management structure implementation (2) Subject to cooperation and input of budget holders from other departments	
GEN18	Develop robust specifications for non routine, adhoc, casual local events	Implement a system for defining specifications for casual, adhoc and/or local events, e.g. bonfire night service specification to include restoration of the grass.	Dec-05	Head of Depot Service	As above	



Ref.	Target	Action	Completion Date	Person Responsible	Resource	Measure
GEN04	To reduce staff absence levels to National Targets	In collaboration with the Personnel department implement programmes (e.g. incentives & targets, training, motivation tools and counselling etc.) to further reduce staff absence levels	ongoing	Head of Depot Service	In part subject to new management structure implementation	A reduction in staff absence levels by xx and year end.
GEN05	To evaluate the use of agency personnel	Review: (1) existing work programmes and schedules of permanent staff, (2) the effectiveness of agency staff work (3) the efficiency of use of agency personnel. Implement a programme to reduce the use of agency staff used by the Depot.	Apr-04	Head of Depot Service	In part subject to new management structure implementation	(1) An effective programme of work that makes optimum use of permanent employees, and reduces the reliance on agency workers. (2) A comprehensive programme to evaluate and monitor the effectiveness of contract work.
GEN06	A comprehensive upgrade of IT communication at the Depot.	Provide administration and supervisory staff, management and appropriate other personnel electronic communication with the Council House and other BOC departments.	ongoing	Head of Depot Service		Effective electronic communication links for all identified personnel. The inclusion of Depot Services on eGovernment initiatives and other communication initiatives and/or upgrades if appropriate.
GEN07	Reinforce the existing Training and Development Plan	Conduct a training needs assessment and consolidate training identified at staff appraisals. Produce a service training programme, incorporating statutory and non statutory training needs e.g. the training of extra staff to carry out playground inspections and spare pool driver training etc.	ongoing	Head of Depot Service		Improved efficiency and flexibility of the workforce in undertaking Depot operations
GEN08	To evaluate the establishment of a permanent pool of men to work in any section of the Depot.	Evaluate the requirement to have a permanent pool of men to work flexibly across all sections of the Service.	Jun-04	Head of Depot Service		Increased effectiveness of service delivery.
GEN09	To review and implement as appropriate Depot administration service improvements.	To review and implement identified service improvements related to Depot administration, e.g. evaluation of, (1) the issue of work orders from the monitoring regime, (2) telephone and admin cover in staff absences, (3) produce written systems and procedures, etc.	Jun-04	Head of Depot Service	Subject to new management structure implementation	Increased effectiveness of service delivery and support
GEN10	To address the outstanding and relevant findings of CAPITA Best Value review	Ensure that specific relevant actions noted in CAPITA report are fully encompassed within the best value review action plan	Jun-04	Head of Depot Service		
GEN11	To address outstanding health and safety issues, practices and procedures.	To review and address as necessary (1) the upgrade of workware (2) safety risk assessment of workplace (3) establishment of data base/library, etc.	ongoing	Head of Depot Service	Subject to new management structure implementation	Reduction in accidents, near misses, and

Ref.	Target	Action	Completion Date	Person Responsible	Resource	Measure
GEN20	Review the current budget arrangements for Depot Services.	Enable the more accurate comparison of costs of service and transparency in the allocation between the client and the Depot. Review the consolidation of budgets (as budgets are held in a variety of accounts), including re-evaluating the selection of zones (as they may currently appear unnecessarily diverse and not geographically connected) and the opportunity to realise better value for money by procuring all the work under a single contract.	Dec-04	Head of Depot Service	Subject to new management structure implementation and input from Financial Services Department	Proactive approach to service management. Greater control over expenditure
GEN21	To promote the service.	Improve the promotion / advertising of the standard of service the Depot is contracted to deliver so that the public is better informed	Ongoing	Head of Depot Service		Increase public awareness and satisfaction levels.

2004	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
R1	586	340	264	174	159	97	80		
R2	105	92	59	383	245	122	79		
R3	86	74	47	68	378	222	83		
R4	246	100	61	75	84	65	84		
R5	205	100	51	43	66	105	67		
R6	112	69	51	45	83	59	37		
R7	131	105	55	54	60	40	25		
R8	212	98	85	72	56	59	32		
R9	7	5	3	7	7	6	3		
Total	1690	983	676	921	1138	775	490	0	0



**Table of Kerbside Recyclable Tonnages**

Material Type	March	April	May	June	July	Aug	Sep	Oct
Paper	12.32	39.600	22.220	55.240	92.440	132.560	137.500	68.980
Textiles	-	0.420	-	0.800	0.940	0.500	0.700	0.4
Glass	-	15.110	26.300	13.900	42.640	41.260	*	*
Mixed Can / Plastic	1.520	4.640	6.660	6.500	13.060	24.100	46.820	118.64
Composted waste	15.380	131.780	200.620	200.240	298.680	404.460	451.32	348.800
<b>Total tonnage diverted from Landfill</b>	<b>29.220</b>	<b>191.540</b>	<b>255.800</b>	<b>276.680</b>	<b>447.760</b>	<b>602.880</b>	<b>636.34</b>	<b>536.820</b>

\*Figures yet to be confirmed by Worcestershire County Council

Recovery Plan Theme: Performance and Services Improvement Reference: PSI - 2

Responsible Officer: Corporate Director - Services

Proposed action: To improve the efficiency and effectiveness of the refuse and re-cycling services

Stakeholders: Residents, staff, local business, parish Councillors and elected Members

Inter-connections and benefits to other areas of work	Methodology	Target	Lead Officer/s	Resources	Improvement Measure	Risks
<b>Recovery Plan actions:</b> <ul style="list-style-type: none"> <li>Modernisation &amp; Cultural change</li> <li>Corporate Management</li> <li>Political Priorities</li> </ul> <b>Other Gov't issues: e-</b> <ul style="list-style-type: none"> <li>Government targets 05</li> <li>Local PSA targets 05</li> <li>National Priority outcomes 05</li> <li>Creating Sustainable Communities</li> </ul> <b>Other B.D.C. strategies / plans</b> <ul style="list-style-type: none"> <li>Performance Management</li> <li>Corporate Plan</li> <li>Community Plan</li> <li>Community Safety Strategy</li> </ul>	Establish Working group Commence review of refuse services, round structure, contracts, plant, working practices, PR, complaints management	Sep 04	Portfolio Holder CD – S Head of Depot	An application to the capacity fund will be made for additional accountancy expertise, for the fees for NVQ training for the financial officer within the clerical team and for training in project management and customer care.  Officer and member time	Budgetary control	Capacity Bid not successful
	Establish business processes and budget control	Nov – March 05	Head of Finance		Business plan and budget for 05/06	Lack of budget information
	Assign and train a Financial Assistant from the existing clerical team				Less complaints to the depot, elected Members and to parish Councillors	Lack of co-operation from staff and crews due to low staff morale
	Project Management training for management team	Oct 04			Positive press coverage	Resistance to re-cycling from residents
	Customer care training for admin team and call centre staff				Pride in modernised service	Time spent fire-fighting
	Procurement training for senior managers					
	Prepare with WCC long term Waste Management Strategy	Oct 04				
Hold monthly meetings with ground crews and address their concerns – continue on quarterly basis		Sept – Dec 04  On-going		25% household waste re-cycled by 05/06		

Recovery Plan Theme: Performance and Services Improvement Reference: PSI - 3

Responsible Officer: Corporate Director - Services

Proposed action: To improve the efficiency and effectiveness of the Trade Waste Service.

Stakeholders: Residents, staff, local businesses, parish Councillors and elected Members

Inter-connections and benefits to other areas of work	Methodology	Target	Lead Officer/s	Resources	Improvement Measure	Risks
<b>Recovery Plan actions:</b> <ul style="list-style-type: none"> <li>• Modernisation &amp; Cultural change</li> <li>• Corporate Management</li> <li>• Political Priorities</li> </ul> <b>Other Gov't issues:</b> <ul style="list-style-type: none"> <li>• e-Government targets 05</li> <li>• Local PSA targets 05</li> <li>• National Priority outcomes 05</li> <li>• Creating Sustainable Communities</li> </ul> <b>Other B.D.C. strategies / plans</b> <ul style="list-style-type: none"> <li>• Performance Management</li> <li>• Corporate Plan</li> <li>• Community Plan</li> <li>• Community Safety Strategy</li> </ul>	Commence review of trade waste services, round structure, contracts, plant, working practices, PR, complaints management	Jan 05	Portfolio Holder CD - S Head of Depot	An application to the capacity building fund will be made for additional accountancy expertise, see PSI - 5	Budgetary control  Business plan for 05/06	Capacity Fund Bid not successful
	Establish business processes and budget control	Feb - March 05	Working group		Less complaints to the depot, elected Members and to parish Councillors	Lack of budget information
	Develop proposal to meet unmet need and to possibly expand the business	April 05	CFM	Officer and member time		Lack of co-operation from staff and crews due to low staff morale
	Hold monthly meetings with ground crews and address their concerns - continue on quarterly basis	Jan - April 05  On-going			Improvement in press coverage	Lack of co-operation from WCC and BDHT  Time spent fire-fighting



Recovery Plan Theme: Performance and Services Improvement Reference: PSI - 4

Responsible Officer: Corporate Director - Services

Proposed action: To improve the efficiency and effectiveness of the grounds maintenance and street cleansing services

Stakeholders: Residents, staff, local businesses, parish Councillors and elected Members

Inter-connections and benefits to other areas of work	Methodology	Target	Lead Officer/s	Resources	Improvement Measure	Risks
<b>Recovery Plan actions:</b> <ul style="list-style-type: none"> <li>• Modernisation &amp; Cultural change</li> <li>• Corporate Management</li> <li>• Political Priorities</li> </ul> <b>Other Gov't issues:</b> <ul style="list-style-type: none"> <li>• e-Government targets 05</li> <li>• Local PSA targets 05</li> <li>• National Priority outcomes 05</li> <li>• Creating Sustainable Communities</li> </ul> <b>Other B.D.C. strategies / plans</b> <ul style="list-style-type: none"> <li>• Performance Management</li> <li>• Corporate Plan</li> <li>• Community Plan</li> <li>• Community Safety Strategy</li> </ul>	Commence review of ground maintenance and street cleansing services partnerships/contracts, plant, working practices, PR, complaints management	Feb 05	Portfolio Holder CD - S Head of Depot	An application to the Capacity Building Fund will be made for additional accountancy expertise, see PSI - 5	Budgetary control	Capacity Fund Bid not successful
	Develop proposals to improve partnership working with WCC, BDHT and other partners.	March/April 05	Working group	Officer and member time	Business plan for 05/06	Lack of budget information
	Develop proposal to improve the service provided to the public and parish Councils and in particular the management of complaints that cut across BDC, WCC and BDHT	May/June 05	CFM		Less complaints to the depot, elected Members and to parish Councillors	Lack of co-operation from staff and crews due to low staff morale
	Hold monthly meetings with ground crews and address their concerns – continue on quarterly basis	Sept – Dec 04 (monthly) On-going			Improvement in press coverage	Lack of co-operation from WCC and BDHT

**BROMSGROVE DISTRICT COUNCIL**

**EXECUTIVE CABINET**

**15TH DECEMBER 2004**

**NATIONAL CYCLE NETWORK ROUTE 5 – STOURBRIDGE ROAD TO BROMSGROVE TOWN CENTRE**

Responsible Portfolio Holder	Cllr P Whittaker
Responsible Head of Service	Head of Community Safety & Engineering

**1. SUMMARY**

- 1.1 To seek member's comments on an alternative route proposal for a section of the national cycle network running through Bromsgrove and to request that Bromsgrove District Council enable the Worcestershire County Council in their pursuit of achieving a change to the status of a section of existing public right of way to a bridleway to enable the use of cycles on that section.

**2. RECOMMENDATION**

- 2.1 That the Bromsgrove District Council support the alternative route proposal as set out on the County Council drawing number BROM/SCH/029/01.
- 2.2 That the Bromsgrove District Council enter into a Public Path Creation Agreement with the Worcestershire County Council to enable the conversion of section F – H, on the said drawing, from its current status of public right of way to bridleway.

**3. BACKGROUND**

- 3.1 The existing National Cycle Network Route is shown in blue on the attached A4 map. Continuity of the route is broken by a section on Norton Farm, at the rear of Pennine Road, shown as a black/green dotted line. The planning application for this section was refused in 2001 and the subsequent appeal failed. Signing of a continuous route across the town has not been possible since this time.

The alternative route, shown in red, is planned to enter the town centre on the west side meets our scoring criteria and has been approved by Sustrans. This route is based on a combination of off-road routes and on-road sections depending on traffic levels. In addition to direction signs, the on-road sections have cycle symbols on carriageway with accompanying warning signs at all intersections. A safety audit of the proposed route has been undertaken. Prior to implementation it is intended that detailed plans will be made available to user groups and the police. A public display will be advertised through the press.

A key off-road section of the proposed route is a public footpath crossing Perryfields, property owned by Worcestershire County Council. Conversion to bridleway status is required to permit cycling on the public right of way, and appropriate measures for this conversion have been negotiated. The higher rights of a bridleway need to be dedicated



from the current land owner (Worcestershire County Council) to the local authority. Bromsgrove District Council and Worcestershire County Council would need to enter into a Public Path Creation Agreement. It should be noted that the proposed bridleway is shown on the Local Plan as a shared-use footpath/cycleway as part of the development which includes the new Sidemoor First School.

A grant has recently been awarded by Sustrans to WCC on behalf of the DfT representing 40% of the capital cost of £85K, the balance being met from LTP funding. This grant is part of a country-wide initiative based on linking schools with the National Cycle Network. Together with three other similar schemes across the county this potentially will enable WCC to significantly improve the cycle network in this financial year. However, a condition of these grants is for completion by March 2005.

Due to the tight timescale, the WCC are seeking the Council's agreement in principle to the dedication proposal to enable the legal process to proceed as soon as possible. They also welcome any comments on the proposals for the whole scheme as shown on drawing BROM/SCH/029/01 which will be on display at the meeting.

**4. Financial Implications**

4.1 There are no financial implications to the Authority.

**5. Legal Implications**

5.1 None, other than the making of the required legal agreement.

**6 Background Papers**

6.1 None

**Contact officer**

Name: John Moody  
E Mail: j.moody@bromsgrove.gov.uk  
Tel: (01527) 881 356

**BROMSGROVE DISTRICT COUNCIL**

**EXECUTIVE CABINET**

**15TH DECEMBER 2004**

**WRVS RURAL RIDES**

Responsible Portfolio Holder	Councillor Whittaker
Responsible Head of Service	John Moody

**1. SUMMARY**

- 1.1 This report summarises the application for a grant from WRVS Bromsgrove Rural Rides for funding of £8000.

**2. RECOMMENDATION**

- 2.1 That the grant is awarded and funded from the concessionary fares budget.  
2.2 That officers investigate the possibility of further partnership working with WRVS Bromsgrove Rural Rides in an attempt to aid and support the service.

**3. BACKGROUND**

- 3.1 WRVS Bromsgrove Rural Rides is a community transport service for those residents who are unable to access public transport and would find the cost of taxi fares prohibitive. The users pay the driver at a rate set by the County based on the number of miles driven, and can book the service by ringing a dedicated phone number.
- 3.2 To give Members some idea of the scope of service provided by Rural Rides, in the year 2001/2002 over 4000 journeys, or over 10 per day, were provided for residents. Details for following years have been requested, but initial reports indicate the number of journeys has increased to 7800 per annum.
- 3.3 The WRVS are keen to employ a part time coordinator as part of the ongoing service delivery improvements, and this grant would aid this appointment. The service currently operates out of Redditch and the WRVS have expressed an interest in relocating to Bromsgrove.
- 3.4 In the two previous financial years the grants paid have been £3000 and £4000, and this funding has been drawn from the concessionary fares budget. The level of funding requested has significantly increased to £8000, and for reference this would match the bid of the County Council.

#### **4. Financial Implications**

- 4.1 Current trends in payments made from the concessionary fares scheme budget would indicate a current under spend of £60k, with a projected year end figure of approximately £80k. This reduction in the payments made is as a result of the requirement by the Council that operators substantiate their claims with clear evidence, and also that these claims are independently assessed and verified by a third party who have been appointed to assess the claims on behalf of the Council. The projected under spend does not make any provision for increases in claims as a result of increased fuel costs or winter bus use. The potential of savings into 2005/2006 will be reviewed as part of the budget process.

#### **5. Legal Implications**

- 5.1 There is no legislation concerning this matter.

#### **Background Papers**

"Transport Within The District – A Baseline Statement" released July 2003

#### **Contact officer**

Name            Steve Martin  
E Mail:        steve.martin@bromsgrove.gov.uk  
Tel:             (01527) 881457

**BROMSGROVE DISTRICT COUNCIL**

**EXECUTIVE CABINET**

**15TH DECEMBER 2004**

**LOCAL CULTURAL STRATEGY**

Responsible Portfolio Holder	Councillor Mrs June Griffiths
Responsible Head of Service	Robbie Hazlehurst, Director of Leisure Services

**1. SUMMARY**

- 1.1 To propose that the Council formally adopts the Worcestershire Local Cultural Strategy, which has been produced by Bromsgrove in partnership with the five District Councils and the County Council in accordance with the guidelines, produced by the Department for Culture, Media and Sport.

**2. RECOMMENDATION**

- 2.1 The Executive Cabinet is recommended to formally endorse the Bromsgrove with Worcestershire Local Cultural Strategy and requests that the Director of Leisure Services ensures it is encapsulated within the Community Plan and the Leisure Services Service Plan.

**3. BACKGROUND**

- 3.1. The Local Cultural Strategy has a statement of overall aim:

To enrich the lives of Worcestershire's communities and to attract visitors to the county by making the wealth of arts, sports, countryside and heritage activities available to all

- 3.2. Three main goals are identified: -

- Celebrate and promote Worcestershire's existing cultural assets, and make the most of what is on offer through active partnerships and joint working;
- Extend and deepen participation across the county, bringing cultural activity within the reach of more people, whether improving local access or creating new opportunities
- Boost prosperity in Worcestershire by supporting the growth of the cultural sector, enhancing the county's profile with inward investors and securing a greater share of available funding.

- 3.3. The Strategy is based on four principles: -

- Working in partnership;
- The public, private and voluntary sectors must be involved;
- The cultural strategy should feed into other public documents;
- The strategy must be owned by local communities

## The Key Themes

3.4 As a result of the research and consultation undertaken the key themes and objectives for the Strategy were identified as being: -

A. Celebrate what is best in Worcestershire

- Getting to know better Worcestershire's diverse communities and celebrating their distinctive ways of life;
- Celebrate our cultural heritage, our landscape, towns and villages and waterways both for residents and visitors;
- Making it easier to enjoy Worcestershire's landscape and natural resources whilst ensuring we conserve them for future generations;

B. Building new opportunities for culture in Worcestershire

- Investing in our young people so that they can live full and responsible lives;
- Linking culture with other initiatives aimed at improving the social, economic and environmental well being of Worcestershire's communities;
- Developing the creative and cultural industries so that Worcestershire's people participate in this growing sector of the economy;
- Supporting life long learning for everyone who wants to improve their lives through creative activities and skills;
- Encouraging exciting and innovative approaches to design of our buildings and public places;
- Working together to ensure that new cultural facilities are built where they are most needed and will be most successful;

C. Increase cultural participation by residents and visitors

- Ensuring that cultural activities are within reach of everyone and especially deprived and excluded communities;
- Encouraging active cultural provision in all local communities;
- Widening access to information about Worcestershire's cultural activities and opportunities for all residents and visitors;

D. Build a cultural partnership to take forward this strategy

- Ensuring that all local authorities support the strategy and develop action plans for their own areas;
- Working with regional and other organisations;
- Bringing together professional and community organisations and the public, private and voluntary sectors

3.4 The key elements of the strategy have and will continue to form part of the Leisure Services Service Plans and the Community Plan. Examples of the work carried out to date to deliver the strategy locally include: -

- The development of partnerships with the Community Safety Partnership to deliver diversionary activities for young people in Catshill, Charford & Sidemoor, Alvechurch & Wythall and Stoke Prior. The success of this scheme has been acknowledged by the I&DeA as an example of good practice.

- A successful bid to the Liveability Fund in partnership with other authorities in the County which has resulted in capital funding of £545,000 for Bromsgrove to improve the provision of recreational facilities at Sanders Park, St Chad's Park and Brook Road Recreation Ground and the creation of a new park at Barnsley Hall.
- The building of the new Arts Centre, the Artrix in partnership with NEW College will not only increase and improve the range of cultural facilities within Bromsgrove but will also support life long learning for everyone who wants to improve their lives through creative activities and skills.
- The refurbishment of the Dolphin Centre will improve the accessibility of the facilities to all sections of the local community.
- Partnerships with the Bromsgrove and Redditch PCT have lead to a number of joint initiatives including the Walks to Health Project which are contributing to the 'Well Being' of local people.
- The provision of the Bandstand in Sanders Park and its programming has had a positive impact on ensuring that cultural activities are within reach of everyone as it caters for both the young and the old and all sections of the community.

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

4.1 There are no direct financial implications as a result of this report.

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

5.1 There are no legal implications associated with this report.

#### **Background Papers**

None

#### **Contact Officer**

Robbie Hazlehurst  
E Mail: r.hazlehurst@bromsgrove.gov.uk  
Tel: (01527) 881292

**BROMSGROVE DISTRICT COUNCIL**

**EXECUTIVE CABINET**

**15TH DECEMBER 2004**

**REPAIRS TO SPADESBOURNE SUITE ROOF**

Responsible Portfolio Holder	Councillor June Griffiths.
Responsible Heads of Service	Robbie Hazlehurst, Director of Leisure Services. John Moody, Head of Community Safety and Engineering.

**1. SUMMARY**

1.1 The main purpose of this report is to consider the repairs required to the roof of the Spadesbourne Suite.

**2. RECOMMENDATION**

2.1 The Executive Cabinet is recommended to: -

- i.) Agree to replace the roof of the Spadesbourne Suite at an estimated cost of £30,000 and to include it within the Revised Capital Programme for 2004/5 and;
- ii.) To request that the Council provides the necessary funding in the current financial year.

**3. BACKGROUND**

3.1 For some little time now there have been problems with the roof of the Spadesborne Suite leaking, particularly during heavy down pours of rain but recently the problem has become worse.

3.2 The roof covering on this section of the Council House is the only area of the offices, which has not been replaced, and it must be accepted that it has reached the end of its life. The covering material is Hardrow Slates laid to a 15 degree pitch, on battens on sarking felt; The Council's Technical Services Manager is of the opinion that there has always been an inherent weakness in the roof because the gauge at which the tiles were laid is too great for the pitch, thereby giving insufficient lap [cover]. With the passage of time the tiles have become brittle and the felt has rotted; the end result being that the roof leaks. Over the past 2 or 3 years numerous make-do repairs have been carried out.

3.3 Consequently he believes that the point has been reached at which wholesale replacement is the only viable option for the following reasons: -

- i.) Virtually every heavy rainstorm results in water coming through the ceiling and across the floor resulting in a hazardous floor.
- ii.) During a recent storm water came through the roof and entered the room through a light fitting.

- 3.4 As a result of the problems with the roof the Technical Services Manager has investigated a number of options as follows: -
- i.) Clean off existing roof area, complete and treat with roofing compound. This would cost an estimated £17,000 and increase the life of the whole roof by approximately 18 months.
  - ii.) Strip off existing tiles, battens and felt, replace felt and battens, lay new roofing tiles. This would cost an estimated £30,000 and extend the life of the roof by approximately 30 years
- 3.5 Based upon the options outlined above it is proposed that the roof of the Spadesbourne Suite be replaced as that option is the one which represents best value for money in the longer term

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

- 4.1 The estimated costs of repairing or replacing the Spadesbourne Suite roof are outlined in paragraph 3.4 above and based the options presented it is proposed that the roof be replaced at an estimated cost of £30,000.
- 4.2 There is currently no budgetary provision within the Council's Capital Programme for this work so it will be necessary to include the scheme in the Revised Capital Programme for 2004/5 and seek the agreement of the Council to enable this work to be carried out.

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

- 5.1 There are no legal implications associated with this report.

#### **6. RISK MANAGEMENT**

- 6.1 In preparing this report a risk assessment has been prepared by the Council's Technical Services Manager.

#### **Background Papers**

None

#### **Contact Officers**

Robbie Hazlehurst  
E Mail: r.hazlehurst@bromsgrove.gov.uk  
Tel: (01527) 881292

or

John Moody  
E Mail: j.moody@bromsgrove.gov.uk  
Tel: (01527) 881356