BROMSGROVE DISTRICT COUNCIL

EXECUTIVE CABINET

WEDNESDAY, 22ND JUNE 2005 AT 6.00PM

COMMITTEE ROOM, THE COUNCIL HOUSE, BROMSGROVE

AGENDA

Council Agendas and Minutes are available on our web site at
www.bromsgrove.gov.uk/meetings

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 Meetings held on 18th May and 24th May 2005

4.   Public Questions

5.   To receive the Minutes of the Local Development Framework Working Party dated 7th June 2005

6.   Issues arising from Overview and Scrutiny Committees:

        (a)   Housing and Planning Policy Scrutiny Committee - Flyposting - Scrutiny Report

7.   Notices of Motion referred from Council under Council Procedure Rule 10:

        (a)   Capital Receipts/Assets

                It was proposed by Councillor P. M. McDonald and seconded by Councillor C. J. K. Wilson:

                "that no money is taken from Capital receipts/assets until a Joint Committee is set up to carry out a cost benefit analysis."

8.   Revenues and Benefits Business Plan 2005/2006

9.   Leisure Services Business Plan 2005/2006

10.   Annual Performance Plan 2005/2006

11.   A Framework for Performance Management

12.   Procurement Review

13.   Development of a Revised Housing Strategy for Bromsgrove District

14.   West Midlands Draft Regional Housing Strategy and Regional Allocation Strategy - Consultation

15.   Affordable Housing Capital Programme

16.   Low Cost Housing Development - Eachway, Rubery

17.   Arrangements for the Review of Decisions upon Homelessness or Non-Acceptance on the Council's Housing Register

18.   Shopmobility Building

19.   I.E.G. 4.5

20.   To consider, and if considered appropriate, to pass the following resolution to exclude the public from the Meeting during the consideration of an item of business contained "Exempt Information":-

"RESOLVED: that under Section 100A (4) of the Local Government Act 1972, the public be excluded from the Meeting during the consideration of the following item of business 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:-

Item No.	Paragraph
21	7
22	7
23	1"

21.   Housing Agency Agreement - Bromsgrove District Housing Trust

22.   Artrix Funding

23.   Application for Redundancy

S. NIXON
Chief Executive

The Council House
Burcot Lane
BROMSGROVE
Worcestershire
B60 1AA

13th June 2005

B R O M S G R O V E   D I S T R I C T   C O U N C I L

MEETING OF THE EXECUTIVE CABINET

Wednesday, 18th May 2005 at 6.00 p.m.

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

1/05   **APOLOGIES**

An apology for absence was received from Councillor D. C. Norton

2/05   **MINUTES**

The Minutes of the Meeting of the Executive Cabinet held on 13th April 2005 were submitted.

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

3/05   **TENDERS COMMITTEE**

The Minutes of the Tenders Committee held on 7th April 2005 were submitted.

RESOLVED: that the Minutes be noted.

4/05   **SPORTS CENTRE/SCHOOL DRIVE CAR PARK BUSINESS CASE**

Having considered a proposal to amend the limited period allowed for free parking for customers of the Customer Service Centre, it was

RESOLVED:
(a) that the issues relating to the business case as set out in the report be noted;
(b) that the allocation of parking provision for customers of the Customer Service Centre be limited to 30 minutes waiting with no return within two hours.

5/05   **LOCAL DEVELOPMENT FRAMEWORK WORKING PARTY**

The Minutes of the Local Development Framework Working Party held on 19th April 2005 were submitted.

RESOLVED: that the Minutes be approved and adopted.

6/05   **MEMBER DEVELOPMENT WORKING GROUP**

The Minutes of the Member Development Working Group held on 12th May 2005 were submitted.

RESOLVED: that the Minutes be approved and adopted.

7/05   **FINANCIAL SERVICES BUSINESS PLAN 2005/06**

Consideration was given to the Financial Services Business Plan for 2005/06. During the discussion Members and the Corporate Director (Resources) paid tribute to the efforts and achievements of the Corporate Finance Manager and her staff. The Corporate Director (Resources) also introduced Mr. J. Kirke, the new Interim Head of Financial Services to Members. Following discussion, it was

RESOLVED: that the Business Plan be approved.

8/05   **TREASURY MANAGEMENT STRATEGY STATEMENT**

Having considered the proposed Treasury Management Strategy for 2005/06 which included the Annual Investment Strategy, it was

RECOMMENDED:
(a) that the Treasury Management Strategy as detailed in the report be approved;
(b) that in accordance with Section 3(1) of the Local Government Act 2003, the Council set the Authorised Limit for borrowing at £6,000,000;
(c) that the Council approve the maximum level of investment to be held within each organisation as detailed in paragraph 10.2 of the report.

RESOLVED: that a review of the Treasury Management service provision by HSBC be undertaken by officers and reported to Members.

9/05   **ANNUAL EFFICIENCY STATEMENT**

The Cabinet considered a report on the Annual Efficiency Statement for 2005/06 which detailed the Council's approach to delivering the required "Gershon" savings. The Statement had been submitted to the Office of the Deputy Prime Minister. Following discussion, it was

RESOLVED: that the Annual Efficiency Statement for 2005/06 be noted and endorsed.

10/05   **LOCAL CODE OF CORPORATE GOVERNANCE**

The Cabinet considered a proposed Local Code of Corporate Governance which would provide evidence of the Council's commitment to the principles of good corporate governance and a sound framework for the further development of effective procedures and practices. Following discussion, it was

RESOLVED: that the Local Code of Corporate Governance be approved and adopted.

11/05   **PERFORMANCE INFORMATION**

Having considered the information relating to the Council's performance during 2004/05 which included national performance indicators and some local indicator detail, it was

RESOLVED: that the report be noted.

12/05   **INFORMATION COMMUNICATION AND TECHNOLOGY (ICT) STRATEGY**

Consideration was given to the proposed ICT Strategy for 2005/08 which defined the strategic direction of ICT over that period in line with the Council's Corporate Plan and e-Government vision, together with proposals for the implementation of the Strategy. During the discussion Members referred to the need to plan for business continuity in the event of a major emergency. It was

RESOLVED:
(a) that the ICT Strategy as now submitted be approved;
(b) that the e-Government Project Team act as the ICT Strategy Programme Board.

13/05   **INFORMATION COMMUNICATION AND TECHNOLOGY (ICT) SERVICES BUSINESS PLAN 2005/06**

Having considered the ICT Services Business Plan for 2005/06, it was

RESOLVED: that the Business Plan be approved.

14/05   **HIGH HEDGES**

The Cabinet considered a report on the proposed procedures and fee structure to be adopted to enable the Council to meet the requirements of new Regulations on 'High Hedges' which would come into effect from 1st June 2005. Members felt that the proposed standard fee should be higher in order to cover the full related staffing costs, including on-costs and support costs. It was therefore

RESOLVED:
(a) that a standard fee of £500 per application be set;
(b) that approval be given to the repayment of 75% of the fee if an application is invalid;
(c) that approval be given to the adoption of a reduced fee of £200 for individuals on a low income as defined in paragraph 4.2.9 of the report;
(d) that the principle of delegation of authority to officers as set out in paragraph 4.2.13 of the report be endorsed, subject to the exceptions identified; and that the Standards Committee be requested to approve the delegation;
(e) that the proposed application form and guidance notes as set out in the appendices to the report be adopted for use by the Council;
(f) that a full review of the 'High Hedges' system be undertaken after 6 months to assess performance and operation of the scheme.

15/05   **RESTRUCTURING UPDATE**

Further to Minute No. 225/04, consideration was given to a report on the outcome of the consultation on proposed changes to the senior management structure within the Council, together with the proposed next steps.

The Chief Executive referred to comments received from staff since the report had been circulated and advised that the Cemeteries function would now be located within Legal and Democratic Services rather than within Culture and Community Services. Members were also advised that other issues had come to light which required an extension to the consultation response from the Senior Management Team to the staff concerned and the Trade Unions. It was noted that all of the quotations had now been received for the assessment/development centres and that a preferred company had been chosen whose quotation was below £30,000, but that further discussions were required to finalise the details. Members were also informed that an Interim HR adviser to provide dedicated support for the restructuring process and an Interim Assistant Chief Executive had now been appointed.

Members referred to the recommendation of the Standards Committee regarding the constitution of the Appointments Committee which would be considered at the Special Meeting of the Council on 24th May 2005. Members felt that it was more important for the Committee to comprise people with appropriate experience rather than it being politically balanced. Following discussion, it was

RESOLVED:
(a) that the minor amendments and next steps arising from the consultation to reorganise the senior management structure of the organisation as set out in sections 4 and 5 of the report and appendices and as updated at the meeting, be noted and approved;
(b) that the proposals, contracting arrangements and the financing of the assessment/development centres and the interim support for HR and the interim posts of Assistant Chief Executive and Head of Financial Services, be endorsed.

16/05   **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:-

3

Minute No.   Paragraph(s)
17/05   1

17/05   **RESTRUCTURING UPDATE**

Further to Minute No. 16/05 above, the Cabinet was asked to consider proposals which affected the financial implications of the proposed new senior management structure. The Chief Executive also referred to issues which could slightly delay the projected timeline set out in appendix E to the report. Following discussion, it was

RESOLVED: that following external evaluation of the new posts and to reflect the suggested extended salary range for the following three posts, the salary provision be increased by a combined total of £17,000 including on-costs:

Head of Legal and Democratic Services
Head of Financial Services
Head of Planning and Environment

The Meeting closed at 7.35 p.m.

Chairman

BROMSGROVE DISTRICT COUNCIL

SPECIAL MEETING OF THE EXECUTIVE CABINET

Tuesday, 24th May 2005 at 5.30 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., and R. Hollingworth

18/05   **APOLOGIES**

Apologies for absence were received from Councillors Mrs. J. M. L. A. Griffiths and P. J. Whittaker..

19/05   **STATEMENT OF ACCOUNTS 2003/2004**

Having considered a report on the Statement of Accounts for 2003/2004, including proposals to write-off bad debts, it was

RECOMMENDED:
(a)   that the unaudited Statement of Accounts for the year ended 31st March 2004 be approved;;
(b)   that the Rent arrears totalling £488,720.34 and the Council Tax arrears totalling £45,552.62, as detailed in the report, be written-off as irrecoverable.

The Meeting closed at 5.45 p.m.

Chairman

BROMSGROVE   DISTRICT   COUNCIL

MEETING OF THE LOCAL DEVELOPMENT FRAMEWORK WORKING PARTY

Tuesday, 7th June 2005 at 2.00 p.m.

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

Observer: Councillor G. G. Selway

01/05   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.

02/05   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.

03/05   APOLOGIES

An apology for absence was received from Councillor D. McGrath.

04/05   MINUTES

The Minutes of the Meeting of the Local Development Framework Working Party held on 19th April 2005 were submitted.

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

05/05   STATEMENT OF COMMUNITY INVOLVEMENT

Members received a report on the production of a Statement of Community Involvement. It was reported that the Statement had been the subject of extensive consultation within the community and would be required to be submitted to the Secretary of State for independent examination. There would then be a further statutory six week period to allow any aggrieved parties to submit representations on the Statement of Community Involvement to an independent Planning Inspector and it is likely any objections received would be dealt with by way of written representations.

It was noted that the Council would be required to meet the fees of the Planning Inspectorate in relation to the assessment of the document and the consideration of any challenges. It was anticipated that the fee would be approximately £5,000 for a two day Inquiry should this be required. Funding for this could be met from the Local Plan budget for 2005/2006. It was

RECOMMENDED: that the Statement of Community Involvement be approved by the Cabinet and submitted to the Secretary of State for independent examination.

06/05   M.G. ROVER - LONGBRIDGE

The Working Party considered a report on the M. G. Rover site including the current planning situation and action proposed in relation to securing the future use of the site. There was discussion of both the short term and long-term future of the site including the Statement of Intent and Planning Framework document. It was

RESOLVED:

(a)   that the report be noted;

(b)   that the Statement of Intent and Planning Framework attached to the report be approved;

(c)   that the proposed application to the Rover Task Force to fund the preparation of Action Plans by consultants be approved; and

(d)   that the proposal to form a cross authority steering group to produce an Action Plan for each Authority as a Local Development Framework document be approved.

07/05   **ISSUES AND OPTIONS PAPER**

Members gave consideration to the Issues and Options Paper which would be used to promote discussion on planning issues facing the District. It was noted that the results of the discussions would inform the content of policies for the Core Strategy and associated documents. It was

RESOLVED:

(a)   that the identified issues and options be approved as a basis for consultation subject to the following amendments and additions:-

(i)   Key Issue - Location of Growth
Issue 1 - Location for Growth
Option 3 to read "Apportion growth in respect of the size of each settlement on both brownfield and Greenfield sites, including growth in Bromsgrove Town."
Issue 2 - Areas of Development Restraint
Option 3 to be re-worded.

(ii)   Key Issue - Housing for Everyone
Issue 1 - Type of Housing
Option 3 to read "Ensure all schemes have a needs assessment for the type of dwellings being proposed but against clear guidelines with respect to 1 and 2."

(iii)   Key Issue - Rural Life
Issue 3 - Supporting the Rural Economy
Option 2 to read "Allow limited extension of any existing businesses within villages with adequate infrastructure."

(iv)   Key Issue - The Local Economy and Creating Jobs
Issue 1 - The Future of the Bromsgrove Economy
Option 2 to read "Develop business parks to encourage new high technology and other industries."

(v)   Key Issue - A Safe and Well Designed Environment
Issue 2 - A Better Designed Local Environment
Option 2 to read "Produce enhancement schemes for key locations and promote designs which reflect local character."

(vi)   Key Issue - Preserving the Past
Issue 1 - Designating and Enchancing Conservation Areas
Option 3 to read "Take action first in areas where the threat to the historic environment is greatest."

(vii) Suggested Additional Issues/Items for Consideration

(a)   Land use - Backland/Frontland development and how this should be addressed.

(b)   Agricultural land - Policies on Control of Industrial Uses/development.

(c)   Enhancement of areas such as Spadesbourne Brook.

(d)   Improvement in the quality of design of buildings.

(b) that the additional work to be carried out by the consultants appointed to undertake work in relation to the Sustainability Appraisal be noted.

08/05   **SURVEY OF BUILDINGS OF LOCAL INTEREST**

The Group considered a report on the proposal to commence survey work to enable production of a draft list of buildings of local architectural, historic or landscape interest within the District. It was intended to consult Members, Parish Councils, amenity bodies and local history societies, together with the general public, for nominations. It was intended that the draft list would be submitted to Members and full consideration would take place with the owners of nominated buildings. It was noted that a local list and associated planning policies would ensure development proposals affecting buildings that help to give local distinction to the District are given appropriate consideration. It was

RESOLVED: that the proposals contained in the report be approved and that consideration be given to the possibility of recognising the importance of buildings included in the final list by means of a "blue plaque" type scheme.

(NOTE: Councillor Mrs. J. D. Luck declared a personal interest in this item as the owner of a property, which may be considered for inclusion in the draft list.)

The Meeting closed at 4.25 p.m.

Chairman

BROMSGROVE DISTRICT COUNCIL

EXECUTIVE CABINET

22ND JUNE 2005

FLYPOSTING - SCRUTINY REPORT

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 the work undertaken by the Flyposting Task Group.

2. RECOMMENDATION

2.1   That attached Flyposting Scrutiny Report be noted.

3. BACKGROUND

3.1   A scoping report relating to Flyposting was submitted to the meeting of the Housing and Planning Policy Scrutiny Committee on the 9th September 2004 and it was decided a Task Group would be formed to consider the cross-cutting issue of flyposting.

3.2   The attached final report from the Flyposting Task Group was submitted to the meeting of the Housing and Planning Policy Scrutiny Committee on the 25th May 2005 and it was agreed that it be approved and submitted to the next meeting of the Executive Cabinet for information.

3.3   The Committee also agreed to send out copies to Parish Councils and issue a press release reporting the success of the work of the Flyposting Task Group in Bromsgrove Town Centre and giving information on who to contact a the Council should a member of the public need to report flyposting in the District.

4. FINANCIAL IMPLICATIONS

4.1   None.

5. LEGAL IMPLICATIONS

5.1   None.

Background Papers
None.

Contact officer
Name: Della McCarthy, Administrative Officer
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bromsgrove council

www.bromsgrove.gov.uk

SCRUTINY REPORT

FLYPOSTING –
SCRUTINY REPORT

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BROMSGROVE DISTRICT COUNCIL

FLYPOSTING TASK GROUP REPORT

APRIL 2005

MEMBERS

Councillors Miss D. H. Campbell (Chairman), Mrs. A. E. Doyle, W. R. Newnes and S. P. Shannon.

County Councillor Mrs. S. J. Bushby.

TERMS OF REFERENCE

A Scoping Report relating to Flyposting was submitted to the Meeting of the Housing and Planning Policy Scrutiny Committee on the 9th September 2004. It was decided at that meeting that a Task Group would be formed consisting of the four District Councillors above, as well as inviting one or more members from Worcestershire County Council to be part of the Task Group, to consider the cross-cutting issue of flyposting.

Worcestershire County Council was contacted and members of the Environmental Scrutiny Panel were asked if they would like to join the Flyposting Task Group. County Councillor Mrs. S. J. Bushby agreed.

Please see Appendix I for a list of those who were consulted.

PURPOSE OF REPORT

This report gives information on the work undertaken by the Flyposting Task Group to address the issue of flyposting in the District of Bromsgrove.

BACKGROUND AND METHODOLOGY

The first meeting of the Task Group took place on the 6th October 2004 at which we received a presentation from Mr. Rocke (Bromsgrove District Council's Community Safety Partnerships Officer) relating to what the Council was currently doing to stop flyposting.

We were already aware that two main methods of dealing with flyposting were under the Town and Country Planning Act 1990 (by Bromsgrove District Council) and under the Highways Act 1980 (by Worcestershire County Council)

It was explained that flyposting had always been a difficult issue to tackle, however, one relatively new approach was under the Anti-Social Behaviour Act 2003 which had been used by Camden Council. It was reported that after liasing with Camden Council, who offered advice and guidelines, a team of officers at Bromsgrove District Council was set

up, which included representatives from Legal Services, Community Safety, Planning Enforcement, Administrative Services, Worcestershire County Council's Highways Partnership Unit and West Mercia Police. This Group agreed that a warning letter should be issued to flyposting offenders and if persistent offenders did not stop flyposting then they would be targeted with an Anti-Social Behaviour Order (ASBO). An ASBO has to target an individual not a company.

We were informed that evidence needed to be gathered and that Neighbourhood Wardens were taking digital photographs of the posters which recorded the time and date. Witness statements were also being taken from anyone who had seen such posters. All posters that were removed were retained as evidence and the Council had support from the County Council's Highways Partnership Unit who also agreed to assist with gathering evidence. All evidence was being stored on a database ready for the Council to seek an ASBO against a prolific offender.

Other points were discussed at this meeting such as "deemed consent advertisements" and how other local authorities dealt with the issue of flyposting.

At the second meeting of the Task Group on the 28th October 2004, we welcomed County Councillor Mrs. Bushby as a member of the Group. We considered the final draft of the Council's Flyposting Warning Letter and Action Flow Chart and asked that amendments be made to the Warning Letter. We also agreed that the Action Flow Chart be approved as the basis of the policy for prosecuting those who flypost within the District.

It was also stated at the second meeting there was now an email address flyposting@bromsgrove.gov.uk which could be used to report flyposting, or members of the public could telephone 01527 881423.

We decided to invite representatives from Worcestershire County Council's Highways Partnership Unit to the next meeting of the Task Group which was scheduled to be held on the 15th November 2004. Unfortunately, County Councillor Fallows was unable to attend due to a prior engagement; however, Mr. Twaite (Highways Partnership Unit Manager) was present to discuss how the two Councils could work together to reduce incidences of flyposting.

Mr. Twaite explained to the Group the problems the Highways Partnership Unit (HPU) faced when trying to deal with flyposting under the Highways Act 1980. It was reported that the approach was very time-consuming and not cost-effective. Therefore, Mr. Twaite agreed that the Highways Partnership Unit would give their full support to Bromsgrove District Council's Community Safety Partnership in dealing with flyposting under the Anti-Social Behaviour Act 2003 by agreeing: (i) to allow District Council Officers to remove posters from highways apparatus; and (ii) to assist with gathering evidence against flyposting offenders for the District Council.

The Task Group approved the **Flyposting Policy**, Warning Letter and Action Flow Chart (see Appendix II) on the 15th November 2004 and it was agreed that a report with the three documents attached should be submitted to the Housing and Planning Policy Scrutiny Committee.

Members of the Flyposting Task Group were invited to a meeting on the 22nd November 2004 with Mr. Campbell, Enforcement Manager at Westminster City Council whose work included dealing with flyposting and graffiti. We learnt from Mr. Campbell how other authorities tackled flyposting and they included Westminster City Council, Nottingham City Council, Birmingham City Council and Leicester City Council. For a list of suggestions which came from this meeting, please refer to Appendix III. It was Mr. Campbell's opinion that Bromsgrove District Council seemed to have a good proposed approach (i.e. our Flyposting Policy).

A report recommending the **Flyposting Policy**, Warning Letter and Action Flow Chart (see Appendix II) be approved and adopted was submitted to the Housing and Planning Policy Scrutiny Committee and in turn the Committee agreed that a report should be submitted to the Executive Cabinet. On the 15th December 2004, the Executive Cabinet agreed that the Flyposting Report be approved including the policy of sending out warning letters in advance of instituting prosecution proceedings to secure ASBOs where there was evidence.

We invited representatives from Educational Services at Worcestershire County Council to enable us to discuss ways in which we could communicate with schools to ensure they were aware what the consequences were of flyposting and ways in which they could advertise school events legally. Unfortunately, although contacted on numerous occasions, the Director of Educational Services stated that no one from the department was available to attend any meeting of the Flyposting Task Group and went on to state that Educational Services did not provide a central resource of advice for schools and therefore could not disseminate information or advice to schools in the County. Therefore, at our meeting held on the 6th April 2005, we discussed this issue and agreed that a letter would be sent to the Headteacher of each school in the District and would include the following:

> ➢ Information on what is flyposting;
> ➢ Information on Bromsgrove District Council's Flyposting Policy which had recently been approved and adopted; and
> ➢ Details of who to contact at Bromsgrove District Council for further advice.

At the meeting that took place on the 6th April 2005, we also had a talk from and discussion with Mr. Thompson, Environmental Crime Unit Manager from Birmingham City Council. It was reported that Birmingham City Council had decided to use a different approach which was civil injunctions. It was apparent that authorities up and down the Country had conflicting views on how best to deal with flyposting. However, we learnt that Birmingham City Council and Bromsgrove District Council, as well as other neighbouring authorities, were part of the West Midlands Working Group which enabled authorities to share information relating to flyposting issues. It was also agreed that both Bromsgrove District Council and Birmingham City Council were happy to not only share information but work together to deal with offenders who were flyposting in both areas in the future.

Mr. Rocke, Community Safety Partnerships Officer at Bromsgrove District Council, reported at our last meeting in April 2005 that at the present time, the process we had adopted was successfully working at a simplistic level. The first stage of the 3-stage process of dealing with flyposting was to contact the flyposting offender either by telephoning or visiting to inform them they were flyposting and explaining possible

consequences of the illegal act. This initial stage of the process had been so successful that the rest of the process had not yet been required (i.e. sending out warning letters followed by prosecution if necessary).

We had previously agreed that a brief information fact sheet should be produced outlining what is and is not permissible, which could be sent out with warning letters. However, due to the first stage of the process working so well and the fact that, at present, not one warning letter had to be sent out, it was felt the information fact sheet was not necessary at this time.

FUTURE REVIEW

Due to the successfulness of the adopted flyposting process, the Task Group members have agreed that we should reconvene in 6 months time to: review the flyposting situation; consider whether the new National Best Value Performance Indicator (BVPI) targets are being achieved; and consider whether other suggestions made by the Group are required such as an information fact sheet.

For a brief summary of information on Flyposting, please see Appendix IV

Signed on Behalf of the Flyposting Task Group

Councillor Miss D. H. Campbell
Chairman of the Flyposting Task Group

Contact Officer

Name: Della McCarthy, Administrative Officer
E Mail: d.mccarthy@bromsgrove.gov.uk
Tel: 01527 881407

A List of Individuals the Task Group Consulted

1. Mr. R. Rocke, Community Safety Partnerships Officer

   Mr. Rocke attended all the Flyposting Task Group Meetings as he is the Officer at Bromsgrove District Council who is responsible for dealing with the issue of flyposting.

2. Highways Partnership Unit (Worcestershire County Council)

   County Councillor Fallows and a representative from Highways Partnership Unit (HPU) were invited to one meeting of the Task Group. Unfortunately, due to a prior engagement, County Councillor Fallows was unable to attend. However, Mr. Twaite, the HPU Manager was able to attend.

3. Mr. R. Campbell, Enforcement Manager at Westminster Council

   A meeting was set up by Mr. Rocke for him to meet and discuss the issue of flyposting with Mr. Campbell. Task Group members were invited to attend.

4. Mr. G. Hancox, Anti-Social Behaviour Co-ordinator

   Mr. Hancox attended the meeting Mr. Rocke arranged with Mr. Campbell.

5. Educational Services, Worcestershire County Council

   The Director of Educational Services at Worcestershire County Council was contacted on numerous occasions. Unfortunately, the Director's response was that no one from that Department was available to attend any meeting of the Flyposting Task Group.

6. Mr. R. Thompson, Environmental Crime Unit Manager at Birmingham City Council

   Mr. Thompson was invited to attend the most recent meeting of the Task Group to talk about how Birmingham City Council tackles the issue of flyposting and to discuss Birmingham City Council working in partnership with Bromsgrove District Council on this issue.

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

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

Responsible Officer advised of fly posting

Photographic evidence / witness statements prepared,
samples of posters collected.

Entered on
database

Standard warning letter prepared and issued to
offender once identified.

Visit to offender where practical to request removal
of posters.

Fly posting tracked to see if there is any re-offending.

If re-offender identified, decision by Legal to prosecute
- fine or ASBO.

FINE
Prepare statement
letter advising of fine.

ASBO
Prepare case notes
for court.

**Summary of the Suggestions made at the meeting with
Mr. R. Campbell (Enforcement Manager at Westminster Council)
held on the 22nd November 2004**

➢ Use the legislation covering litter - Section 87 of the Environmental Protection Act (1990) - to tackle flyposting if current resources allowed

➢ Charge offenders with the removal of posters which is proportional to the removal cost incurred by the Council (e.g. £10-£20 per poster)

➢ Not to give permission to use council owned land to event organisers who flypost

➢ Add a condition to builders' scaffolding licences that they are not allowed to flypost on scaffolding structures (Planning Department need to be consulted on guidance currently given to developers and whether this needs to be amended in the future)

➢ A common flyposting policy to be rolled out countywide with variations to cover specific problems in various parts of the county

➢ The possibility of giving permission to charity and school events for a day or two and requesting they take down the advertisements immediately after the event

➢ To work with other authorities in the County and Birmingham City Council. The top 5 persistent offenders be listed by each Council across the County to see if they match to enable joint action to be taken

➢ To liaise with the Licensing Section to ensure licensees of venues who flyposted could be easily identified (now that licensing laws were changing and councils were taking responsibility)

➢ General guidelines be compiled and issued to candidates and political parties who would be asked to agree that all posters would be removed as soon as possible after an Election and any seen as a highway hazard would be removed immediately

➢ Using anti-flyposting and anti-graffiti coatings on telephone cabinets – BDC could offer telephone companies a percentage towards the cost so to save on their cleansing contract e.g. 20% (dependent on this issue being consistent with the council's priorities and the approval of the Executive Cabinet)

➢ Leisure Department are looking into graffiti problems in parks and this could be looked into further at some point in the future

➢ Name and shame companies on the website who do not cooperate with the Council re flyposting and congratulate those companies who do via the press

Brief Summary of Information from the Flyposting Task Group

What is flyposting?

Flyposting is the posting of stickers, posters and other advertising without the consent of the owner of the property.

Main Methods of dealing with flyposting

Flyposting is an offence under the following legislation:

➢ Section 224(3) of the Town and Country Planning Act 1990 (by Bromsgrove District Council) – posters on windows and walls etc of a property
➢ Highways Act 1980 (by Worcestershire County Council) – posters on highways apparatus and trees
➢ From the 31st March 2004, Sections 43 to 53 of the Anti-Social Behaviour Act 2003 (by Bromsgrove District Council) – posters not on private land (although permission is needed by Worcestershire County Council's Highways Partnership Unit for District Council Officers to take down posters on highways apparatus). Note: Anti-Social Behaviour Orders target an individual rather than a company.

Levels of Fines

Some examples are:

A recent case in Sunderland where 53 posters had been put up, the offenders were fined £100 per poster plus £1,500 costs.

Manchester City Council won a case against Vertigo Distribution Ltd and the company was fined £15,000.

Birmingham City Council have also recently been successful against a furniture company who was fined £5,000

West Midlands Working Group

Bromsgrove District Council is part of the West Midlands Working Group which enables authorities to share information relating to flyposting issues.

Police Involvement

West Mercia Police have recently recruited Community Officers who are being trained on all on-the-spot fines as well as the Anti-Social Behaviour Act. It was Mr. Rocke's opinion that the Police could be the "eyes and ears" and he was in no doubt that they would assist in that way.

Advertisements normally permitted

The following information is from the document called "Outdoor Advertisements and Signs: A Guide for Advertisers" published by the Department of the Environment, Transport and the Regions and the National Assembly for Wales.

An outdoor advertisement is permitted for display without the planning authority's specific consent if:

> *The effect of the rules is to exclude it from control entirely.*
(There are 10 different classes of advertisement which are completely excluded from the planning authority's control provided certain conditions are fulfilled. One example is advertisement relating specifically to a pending Parliamentary, European Parliamentary, Welsh Assembly or local government election. These advertisements must not be displayed more than 14 days after the close of the poll.)

> *It comes within the provisions of one of the 14 classes of deemed consent specified in the rules.*
(This includes directional advertisements permitting house-building firms to put up temporary directional signs, telling potential house-buyers and other visitors how to reach a site where new residential development is taking place provided certain conditions are fulfilled.)

For further information please go to the Office of the Deputy Prime Minister website www.odpm.gov.uk or click on the direct link below:
http://www.odpm.gov.uk/stellent/groups/odpm_planning/documents/pdf/odpm_plan_pdf_606218.pdf

Contact Details

To report an incidence of flyposting contact the Council by telephoning 01527 881423 or emailing flyposting@bromsgrove.gov.uk.

Mr. Graham Rocke - Community Safety Partnerships Officer
Direct Line: 01527 881486

BROMSGROVE DISTRICT COUNCIL

EXECUTIVE CABINET

22nd JUNE 2005

Recovery Plan Spending Priorities 2005/06

Responsible Portfolio Holder	Councillor Dennis Norton & Councillor Roger Hollingworth
Responsible Head of Service	Chief Executive and Corporate Director (Resources)

1. **Summary**

    1.1. To recommend to Members the expenditure of available resources to achieve the delivery of the recovery plan and to effect sustainable transformational change. This expenditure is for external assistance where internal capacity is exceeded or internal expertise does not exist.

2. **Recommendations**

    2.1. It is recommended that members endorse the spending proposals as contained within this report and release the funds in order that officers can seek to procure the appropriate solutions.

3. **Background**

    3.1. Members will recall that £200,000 has been included in the 2005/6 Budget for training purposes with a further £50,000 set aside for member development. In addition approval was given by ODPM in March of this year to expend £750,000 from capitalisation. £149,000 has also been allocated to help fund the Council's recovery (original £50,000 included within the budget plus subsequent £99,000). This in total means that £1,149,000 is now either available to access or requires Members authority to proceed.

    3.2. It is accepted that for the purposes of this report that member training, and the proposals for this, are outside the scope of this report and as such reduces the amount available to £1,099,000.

    3.3. The ODPM are mindful of the demands of the Recovery Plan and have indicated their willingness to lend their support to a bid to the Capacity Building Fund to supplement the above in the order of £150,000 to £200,000.

    3.4. Members will note that the recommended spending exceeds available resources. The most attractive area for a bid to the Capacity Building Fund will be around the Change agenda and subject to Members' observations it is recommend that this is presented as a bid to the Government Monitoring Board as a formal bid for the Capacity Fund. This area of development is clearly imperative and it would be recommended that in the event of this failing the change agenda would revert to a priority within the Council's own resources and we would report back as to which areas are recommended for omission.

4. Proposals

4.1. The proposed areas for expenditure and the indicative costs are included within Appendix A together with the cost that will be incurred until the end of June. It should be noted that the cost to the end of June is contained within the £149,000 for which no prior approval is required.

4.2. As members can see the spending proposals focus around the priority areas as outlined by the monitoring board:

> ➢ Finance
> ➢ Interim Support at Senior Management level
> ➢ Performance Management
> ➢ Human Resources and Organisational Development
> ➢ Revenues and Benefits
> ➢ Depot
> ➢ Restructuring
> ➢ Procurement
> ➢ Cultural change

5. Financial Implications

5.1. Officers will ensure that all of the above are procured in accordance with the appropriate policies and procedures.

5.2. As can be noted from Appendix A there are a number of interim staff for which the costs exceed £30,000 and as such it could be viewed that these should have gone out to tender. All of these interim staff were appointed in accordance with the terms of the financial regulations and contract procedure rules, whereby a number of agencies were approached and indeed a number of staff were interviewed for each position. It is therefore felt that all of these costs were incurred in accordance with the financial regulations and contract procedure rules.

6. Legal Implications

6.1. None.

7. Other Sub Headings

7.1. None .

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

Background Papers

Recovery Plan

Contact officer

Name: Sue Nixon, Chief Executive
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Tel: (01527 881400)

Name: Kevin Dicks, Corporate Director (Resources)
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Tel: (01527 881487)

Budget Timetable - Update

Revenue

Original Date	Original Action	Update
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. *It is the responsibility of the budget holder to ensure that all posts/personnel/scale points and fixed term contract details are correct.*	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	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. *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.*	Completed with the exception of the Depot which was originally and still is targeted for completion at the end of December 2004. 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.
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.

Original Date	Original Action	Update
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. *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.*	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

Original Date	Original Action	Update
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

Original Date	Original Action	Update
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.

RECOVERY PLAN - FUNDING PROPOSALS

Purpose of funding required	Reference to Recovery Plan	Proposed Cost £	Cost to end of June £
Interim Assistant Chief Executive	**Communications** - improve strategy and support procedures relating to communication at BDC **Performance management** - implement the changes required to improve and sustain performance management. Review the media relations at BDC with the aim to improve the relationship and marketing of the Council	72,800	17,500
Interim Corporate Director Services	**Performance and Service Improvements -** - Oversee the improvements at the depot including the realtionship with partner and the depot strategy **Recovery Plan** - project manage to ensure key priorities are delivered in line with aims and objectives. **Performance and Service Improvements** - facilitate improvements in service delivery with operational heads of service Project manage the mini CPA	83,200	12,800
Interim Head of Financial Services	**Performance and Service Improvements -** Implementation of action plan re Revenues and Benefits **Corporate Management** -Address issues and review implementation of action plan re National Procurement Strategy **Financial Management** -Review and develop the Financial Management issues at the Council.	135,200	16,250
Permanent Head of Financial Services - post for 7 months	**Performance and Service Improvements -** Implementation of action plan re Revenues and Benefits **Corporate Management** -Address issues and review implementation of action plan re National Procurement Strategy **Financial Management** -Review and develop the Financial Management issues at the Council. **Financial Management -** Closure of accounts + support on reconciliations	38,000	0
Temporary staff - Accountancy		46,600	32,600
Consultant to review Financial Processes	**Financial Management -** continue review of financial procedures and processes	39,000	0

RECOVERY PLAN - FUNDING PROPOSALS

Purpose of funding required	Reference to Recovery Plan	Proposed Cost £	Cost to end of June £
Consultant to review Recharge system	**Financial Management -** development of recharge system in line with best practice methodology	7,000	0
Consultant to review Coding Structure	**Financial Management -** improvements to the coding structure in Agresso	14,000	0
Interim Head of Depot Services	**Performance and Service Improvements -** Development and implementation of depot strategy	66,900	28,800
Interim depot manager	**Performance and Service Improvements -** Implementation of the operational improvements and management of depot	32,500	15,000
Temporary staff - Depot	**Performance and Service Improvements -** Undertake a grounds maintenance review	17,000	17,000
Interim HR advice	**Organisational Development -** Developing and implementation of HR strategy. Support for specific issues relating to restructure	54,600	15,900
Performance Management Specialist	**Performance and Service Improvements -** support and develop the improvements in Performance Management	20,000	0
Assessment Centres	**Organisational Development** - restructure process	60,000	40,000
Procurement specialist	**Corporate Management** - support the development and implementation of the Procurement Strategy and associated projects	19,000	7,000
e-procurement specialist	**Corporate Management** - support the development and implementation of e-procurement solutions	50,000	0
Asset Management	**Corporate Management** - compliation of accurate asset base.	30,000	0
Review effective HR policy - Equalities	**Organisational Development** - Translation of documents	3,000	0
Review of constitution	**Corporate Management** - review and rewriting of constitution	50,000	0
Interim / temporary support in Revenues and Benefits	**Performance and Service Improvements -** to support and develop the improvements in revenues and benefits in line with best practice	230,400	22,000

RECOVERY PLAN - FUNDING PROPOSALS

Purpose of funding required	Reference to Recovery Plan	Proposed Cost £	Cost to end of June £
Change consultants to include the creation of sustainable, transformative development at member as well as officer level. To hold up 'mirrors', to diagnose and analyse issues, problems and identify solutions. Top (Executive) Team Development Implementing a vision for Bromsgrove Leadership / Management Development for Senior/ Middle Managers Corporate and cultural Change	**Recovery Plan -** to support and advise on the changes required at the Council to improve performance and service delivery to the public.	150,000	0

Interim support re Organisational Development including Management competencies:
 	
  Performance management training
  Project Management training (senior & middle managers)
  Management skill training e.g. absence control
  Empowerment (joint & individual targets)
  Workforce Development Plan
  Financial training
  Procurement training.
  Front line services improvement
	Organisational Development - To support and develop the improvements identified within the Recovery Plan	176,000	0

Less: Vacancies within Senior Management Structure during restructure process		-96,200	-76,551
	TOTAL FUNDING REQUIRED	**1,299,000**	**148,299**

BROMSGROVE DISTRICT COUNCIL

EXECUTIVE CABINET

WEDENESDAY 22ND JUNE 2005

REVENUE SERVICES BUSINESS PLAN 2005/6

Responsible Portfolio Holder	Councillor R. Hollingworth
Responsible Head of Service	Interim Director of Financial Services

1.   SUMMARY

1.1   To seek Members' approval of the draft Revenue Services Business Plan for 2005/6.

2.   RECOMMENDATION

2.1   That Members approve the draft Revenue Services Business Plan for 2005/6.

3.   BACKGROUND

3.1   The plan is the first to be produced in the new corporate style, the intention being to have a common, but dynamic approach.

In summary it:

•   Sets out the service provided, including those provided with our partner organisations, in the public, private and voluntary sectors, and work-load levels.

•   Details service performance over the past year, with reference to both successes and failures, and measures to address failures and improve performance.

•   Describes the challenges and service targets for the next financial year, and the resources available (staff and financial) to tackle them.

•   Sets out the linkages between the Community Plan, Corporate Plan, in particular, the Council's key objectives, the recovery plan, Medium-Term plan, Financial Plan, Service Business Plans and Staff Training and Development Plans, thus demonstrating the importance of their inter-relationship to performance management and ultimately the successful provision of customer-focused, quality services by the Council.

3.2 A copy of the draft plan is shown in Appendix 1 to the report for Members' consideration.

3.3 A copy of the Benefits recovery plan is shown in Appendix 2 to the report for Members' consideration.

3.4 A copy of the revenues recovery plan is shown in Appendix 3 to the report for Members' consideration.

4. **FINANCIAL IMPLICATIONS**

4.1 The financial implications of the Business Plan were taken into account when producing the Council's Revenue and Capital Budgets for 2005/6.

5. **RISK MANAGEMENT CONSIDERATIONS**

5.1 Approval and implementation of the Business Plan will assist in ensuring that service resources are used in a focused, well managed way, thus maximising the ability of service managers and their staff to achieve key service objectives, and minimising the risk of service failure.

6. **PERFORMANCE MANAGEMENT CONSIDERATIONS**

6.1 It will be essential to monitor progress against agreed service objectives and to take intervention measures if required, to ensure that Revenue Services strongly contribute in a priortised, well managed manner, towards the achievement of elements of the Council's Recovery Plan, Community Safety Strategy, and in particular the Council's Objectives as set out in the Community Plan, Best Value Performance Plan and Draft Corporate Plan.

BACKGROUND PAPERS

None.
CONTACT OFFICER

Name: John Kirke (Interim Head of Financial Services)
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Tel: (01527) 881207

Name: Leigh Butler (Head of Revenues)
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SERVICE

BUSINESS

PLAN

REVENUES AND BENEFITS

1st April 2005 - 31st March 2006

bromsgrove council

www.bromsgrove.gov.uk

CONTENTS

Introduction

Our Service

1.   Introduction

This Revenues and Benefits business plan contributes to Bromsgrove District Council's Corporate Plan.

Each section in Revenues and Benefits has a developed section-specific action plan, which has contributed to the revenues and benefits business plan. The plan identifies service objectives and service developments that form an action plan for 2005/06. Delivery of the action plan will significantly improve our service to customers.

The Revenues and Benefits Service comprises four sections and is part of the Resources Directorate.
- Revenues, including the billing, collection and recovery of Council Tax and Non-Domestic Rates
- Benefits processing
- External inspections including Benefit Fraud investigations
- System controls/administration, Benefit overpayment billing and recovery and annual review of bus permits

The service has three main functions:
- Collecting revenue in the form of Non-Domestic Rates and Council Tax
- Payment of Housing and Council Tax Benefits
- Financial reconciliations for the Revenue and Benefits service together with systems administration

1.1   Revenues

Working closely with the other sections within the division, it is the main point of contact between the people of Bromsgrove and the Council, collecting over £56 million in 2004/05, from over 37,000 Council Tax payers and 2,400 Business Rate payers. In summary responsible for:

- Council Tax billing and collection
- Recovery of unpaid Council Tax
- Non-Domestic Rates billing and collection
- Recovery of unpaid Non-Domestic Rates

1.2   Benefits

The Benefits service is responsible for the assessment and payment of Housing and Council Tax Benefit. In 2004/05 we paid £10.5 million to over 4,500 households in Bromsgrove. In summary responsible for:
- Process and prompt payment of benefit entitlement to customers
- Recovery of overpaid benefit

1.3   Fraud and Visiting – responsible for:

- Prevention, detection, investigation and prosecution or sanction of benefit fraud
- Generic visiting services for Revenues and Benefits customers
- Council Tax and Non-Domestic property inspections

1.4   Systems Control – responsible for:

- Overpaid housing benefit billing and recovery
- Reconciliation of all revenue and benefits income
- Housing benefit payment control and reconciliations
- Cash receipting reconciliation
- System administration
- Performance monitoring

1.5   Statutory Duty

We have a statutory duty to carry out these functions. Our services impact on all households and businesses within the district. They impact directly on low-income households and helps the Council to meet its priorities and as such it is important that the Council has a high quality Revenues and Benefits service. Covering both the domestic and commercial sectors, the payment of benefit, the collection of Council Tax and Non-Domestic rates impacts on the ability of the Council to pay for the services it provides to the people who reside within the district.

Our Year

Our major achievements are listed below and relate to one Council objective, that being : -

'To be an efficient and effective Council'

- Introduced paperless Direct Debit for both Council Tax and Non-Domestic Rates

- For Council Tax, introduced two additional monthly Direct Debit payment dates

- For Housing Benefit introduced BACS payment rather than being paid by 'crossed cheque'

- Provide credit and debit card payment facility via the Council's webpage

- To reduce bank charges introduced 'barcode' facility for Council Tax payments made at the Post Office.

- To offer more choice introduced Bank Giro Credit payment facility for Council Tax payments

- Improvements to Housing and Council Tax benefit claim processing

- Improved Council Tax collection rate

- Updated the Councils webpage www.bromsgrove.gov.uk which include helpful and useful information on Council Tax, Benefits and Non-Domestic Rates

Our Challenges for the Future

The Benefit Fraud Inspectorate (BFI) will, as part of their rolling program undertakes a full inspection of the benefits service during June/July 2005.

An internal review of the benefits service has been completed. All actions identified will be implemented and will be incorporated into the overall service improvement plan. This action plan will be amended as a result of any recommendations made by the BFI.

An internal review of the revenues service (Council Tax and Non-Domestic Rates) has been completed. All actions will be implemented and will be incorporated into the overall service improvement plan.

In 2005/06 we are hoping to introduce 'Workflow' but this will be dependant upon cost and funding possibilities. If achievable it will be linked with the Council's corporate document imaging system to enable effective management of processing new claims for both Housing and Council Tax benefits.

We will aim to maximise take-up of allowances and benefits to ensure that this does not cause hardship to those on low incomes. This will involve discussions with our major partners i.e. The Pension Service, Bromsgrove Youth Homelessness Forum, Social Services, Job Centre Plus.

We will improve and provide more leaflets at the Service Centre and other useful outlets within the district including the Council's webpage in order to improve both the take up and the quality of the service.

Introduce e-billing whereby your Council Tax bill will be emailed to you rather than sent in the post as part of the Governments national 'e-gov' program.

To continue to improve our service delivery maintaining top quartile performance where we have already achieved this and moving towards top quartile performance in all other areas. Results to date and targets in this regard are included under 'Our Performance ' in this document.

To develop the performance management culture to embrace the identification of training needs.

To develop and introduce a performance management culture within the service. This will be linked to the performance targets published under 'Our Performance' in this document but will extended during the year to team and individual performance targets.

All the above will meet the Councils objective 'To be an efficient and effective Council'.

Council Values and Priorities

Service Mission Statement

To contribute to the Council's corporate objectives we will aim to:

1) Provide much improved service to all customers (with a view to the service being classified as excellent by 2007/8).
2) Working with key partners to improve service delivery
3) To maximise collection rates but minimises the discomfort felt by customers in making their payments.

Professional & National Standards

The government legislation that prescribes our service is as follows:

Social Security Contributions and Benefits Act 1992
Social Security Administration Act 1992
Social Security (Consequential Provisions) Act 1992
The Child Support, Pensions and Social Security Act 2000
The Local Government Act 1972
The Local Government Finance Act 1982
Audit Commission Act 1998
The Sex Discrimination Act 1975
Race Relations Act 1976
Data Protection Act 1998
The Local Government Act 1999
The Human Rights Act 1998
DWP Guidance Manual
DWP Circulars
Commissioners' Decisions
Immigration and Asylum Act 1999
Housing Benefit (General) Regulations SI 1987 No. 1971
Council Tax Benefit (General) Regulations SI 1992 No. 1814

Professional Standards:

Institute of Revenues Rating and Valuation   (IRRV)

Areas of Focus

The six Council objectives are:	In 2005/06 we will:
• To provide a clean, safe and attractive environment.	
• To develop and implement an effective local development framework.	
• To develop a caring, socially aware society.	? To encourage benefit take-up ? To provide publicity leaflets
• To provide sustainable culture and leisure opportunities.	
• To be an efficient and effective Council.	• Fully implement BFI recommendations. • Implement benefits recovery action plan • Implement revenues recovery action plan • Introduce performance management culture • Improve Best Value Performance Indicators • Fully support the Council's recovery plan
• To develop and sustain a strong and expanding economy.	

Recovery Plan Issues

The Related Recovery Plan Themes are:	In 2005/06 we will:
• Modernisation and Culture Change	• Implement new staff appraisal system. Improve skill base and provide additional training
• Strategic Leadership and Political Priorities	• Monitoring of service plans and report to members
• Performance and Service Improvements	• Review existing processes. • Improve liaison with partners • Performance management culture • Improve Revenues and Benefits Service
• Financial Management	• Ensure all internal controls for income management (Revenues

	and Benefits) are robust and satisfy internal/external audit
• Organisational Development	• Annual staff survey and communication

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ICT and e-Government National and Local Projects that affect this service:

E-Billing to enable Council Tax and Non-Domestic Rate bills to be emailed directly to customers.

Home-working to be piloted in 2005/06 for revenues and benefits staff.

Valuebill project.

Business Framework

How Our Key Plans Fit Together

R E C O V E R Y	Community Plan	**E**
	Corporate Plan	**GOVERNMENT**
	Medium Term Financial Plan	
P L A N	BVPP	**& ICT STRATEGIES**
	Service Business Plans	
	Work programme for teams & individuals - appraisals	
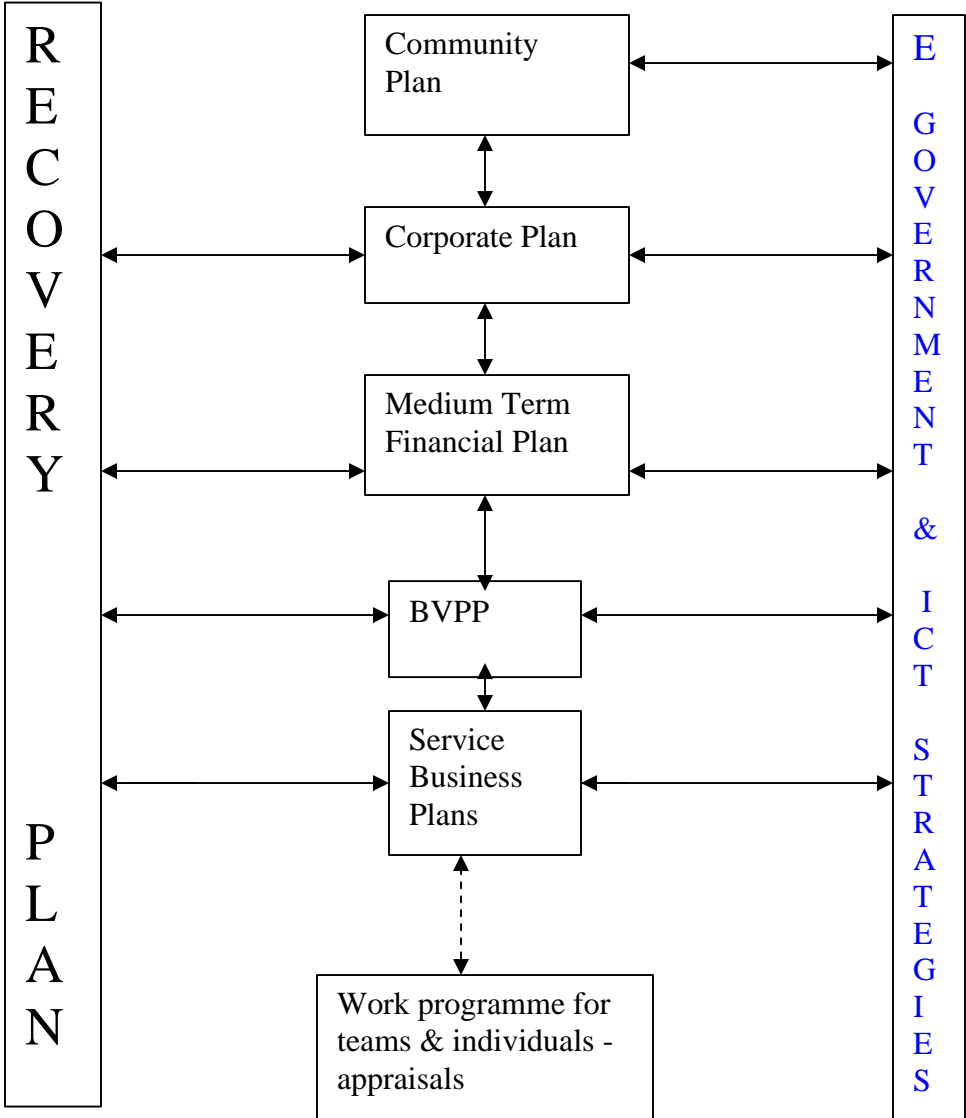
The framework provides a process for continued improvement.

Meeting Customer Needs

Our customers for Council Tax and Housing/Council Tax benefits are residents within the district of Bromsgrove. For National Non-Domestic Rates (Business Rates) assessments provides local employment for residents of the district.

In 2004/05 We Have:	This year We will:
• Contributed to the opening of a new Service Centre as part of the Worcestershire Hub roll-out program • Offered additional payment dates for Council Tax Direct Debit payers • Removed the twenty-five pence Post Office counter fee for Council Tax payments • Introduced Bank Giro Credit as another payment method for Council Tax • Introduced credit/debit card payments via the Council's webpage • Benefit application form can be accessed from the Council's webpage • Updated and improved information to customers on the Council's webpage	• During April 2005 will introduce twenty-four hour telephone payments facility to pay Council Tax, Non-Domestic Rates and Overpaid Housing Benefit by either debit or credit card • Review payment methods for both Council Tax, Housing Benefit overpayments and Non-Domestic Rates • Implement E-billing to enable bills to be emailed to customers rather than posted out. • To improve overall service provision in line with stated targets • Promote and encourage benefit take-up

Working Together

- **External Partnership arrangements**

- **Learning from and sharing with other service providers, agencies, businesses and the community**

In 2004/05 We have:	This year We will:
• Had discussions with other districts within Worcestershire as part of the 'Shared' Service' initiative. • Engaged Blackpool Borough Council to assist with preparation for forthcoming Benefit Fraud Inspection	• Set-up a 'Benefits' Landlord Forum with both Private Landlords and Registered Social Landlords. • Improve partnership arrangements with voluntary groups and major partners for Housing and Council Tax benefits • Develop further joined up working within both County Benefits and County Revenues groups • Explore as part of the Bromsgrove Town Centre development the introduction of 'BIDS' so that businesses contribute towards cost • Implement the decision on 'Shared Service' arrangements for Revenues and Benefits Service

Our Performance

In 2004/05 We have:	This year We will:
• Achieved a Council Tax collection rate (BV9) of 98.50% which based on 2003/04 figures is top quartile. • Processed new benefit claims (BV78a) in 43.65 days (48.88 days in 2003/04) • Processed benefit change of circumstances (BC78b) in 14.86 days (18.8 days in 2003/04) • Undertaken quarterly management checks (BV79a) of 98.8% average, which based on 2003/04 figures is top quartile.	• Install new 'Workflow' software, which will assist effective performance for Benefit new claim processing. This new software will enable us to manage more effectively that claims are put into payment within 28 days from date of receipt of form • Initiate actions identified from both Benefits and Revenues recovery action plans. These actions cover improvements to internal processing, which includes procedure notes, improved liaison with our partners, leaflets/forms available to customers and information on the Council's website. • Initiate actions identified by the BFI these will added to the benefits action plan. • Be more effective on incoming post and monitor peaks and troughs. This to ensure performance especially on benefits is not affected. **Targets for 2005/06, 2006/07,2007/08** **See below**

Performance and targets
Benefits:

TIME TAKEN TO PROCESS NEW CLAIMS – BV78a

National Figures   Local set targets

	2005/06	2005/06	2006/07	2007/08
Top Quartile	31 days	39.75 days	35.78 days	34.70 days
Average	**40.4 Days**			
Median	38.4 Days			

Performance:

	2003/04	2004/05	2005/06
Average	**49.66 days**	**44.16 days**	
April	82 Days	53.56 days	39.06 days

TIME TAKEN TO PROCESS A CHANGE IN CIRCUMSTANCE – BV78b

National figures: Local set targets:

	2005/06	2005/06	2006/07	2007/08
Top Quartile	7.2 days	12 days	10.8 days	10.47 days
Average	**11.4 days**			
Median	9.7 days			

Performance:

	2003/04	2004/05	2005/06
Average	**18.94 days**	**14.92 days**	
April	19.00 days	20.21 days	14.29 days

DWP STATUTORY QUARTERLY ACCURACY CHECKS- BV79a

National figures: Local set targets:

	2005/06	2005/06	2006/07	2007/08
Top Quartile	99%	99%	99.5%	100%
Average	**97.55%**			
Median	98%			

Performance:

	2003/04	2004/05
Average	**98.93%**	**98.6%**

RECOVERY RATE OF OVERPAID HOUSING BENEFIT-BV79b

National figures: Local set targets:

	2005/06	2005/06	2006/07	2007/08
Top Quartile	55.60%	35%	38.5%	39.65%
Average	**49.11%**			
Median	47.28%			

Performance:

	2003/04	2004/05
Average	**41.38%**	**28.47%**

Please Note:-
Debt raised £334,300 in 2003/04 of which £116,543 (34.86%) is attributable to fraud
Debt raised £341,657 in 2004/05 of which £86,691 (25.37%) is attributable to fraud.

FRAUD CLAIMANTS VISITED PER 1000 CLAIMANTS- BV76a

National figures: Local set targets:

	2005/06	2005/06	2006/07	2007/08
Top quartile	304.00	230	253	261
Average	**202.73**			
Median	200.00			

Performance:

Average	2003/04	2004/05
	237	**221.80**

NUMBER OF FRAUD INVESTIGATORS PER 1000 CASELOAD-BV76b

This indicator is set locally each year and is purely based on the number of investigator posts.

For 2005/06 the figure is 0.36

NUMBER OF FRAUD INVESTIGATIONS PER 1000 CASELOAD-BV76c

National figures: Local set targets:

	2005/06	2005/06	2006/07	2007/08
Top Quartile	61.70	61.70	67.87	69.90
Average	**49.61**			
Median	41.45			

Performance:

Average	2003/04	2004/05
	67.63	**56.84**

NUMBER OF SANCTIONS AND PROSECTIONS PER 1000 CASELOAD- BV76d

National figures: Local set targets:

	2005/06	2005/06	2006/07	2007/08
Top Quartile	**5.83**	5.83	6.41	6.61
Average	4.39			
Median	3.37			

Performance:

		2003/04	2004/05
Average		**6.72**	**6.57**

Performance Targets
Revenues

COUNCIL TAX PERCENTAGE COLLECTED

National figures: Local set targets:

	2005/06	2005/06	2006/07	2007/08
Top Quartile	**98.5%**	98.7%	98.8%	98.8%
Average	97.7%			
Median	97.2%			

Performance:

	2003/04	2004/05
	98.3%	**98.6%**

NON-DOMESTIC RATES COLLECTED

National figures: Local set targets:

	2005/06	2005/06	2006/07	2007/08
Top Quartile	99.12%	98.6%	98.8%	99%
Average	**98.51%**			
Median	98.77%			

Performance:

	2003/04	2004/05
	98.3%	**97.5%**

**KEY to colours: Orange = at or above top quartile
                    Purple = above average but not top quartile
                    Blue = below average**

To achieve the above targets we must:

Engage temporary staff to clear backlogs

Staff performance monitoring/management

Service Centre awareness

Improved IT service
- Batch runs
- Improvement in screen response times

Changes to managing incoming post

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Areas where we didn't achieve

BV79b Housing Benefit cumulative recovery rate 28.47% which is well below expected target. To improve we will be examining existing procedures and processes as part of our benefits improvement plan.

BV76a and BV76c performance is purely down to vacant posts.

BV10 Non-Domestic Rates collection rate down when compared with previous year (97.5% 2004/05 – 98.3% 2003/04). We will improve debt recovery to ensure all debts are chased more effectively, which will result in a much improved collection rate.

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What we are doing about it

We have developed a two-year action plan for both revenues and benefits. This is included as part of the appendix.

The benefit action plan will be developed further upon completion of a full BFI inspection planned during June/July 2005.

The actions plans are focused on: -

- Improvements to benefit processing to ensure new claims for benefit are processed and paid on time and that changes in circumstances are dealt more efficiently.

- Overpaid Housing Benefit due is actively recovered and all avenues explored in collecting debt due.

- Non-Domestic Rates will be examining debt that cannot be recovered due to bankruptcy and liquidations to ensure that they are written off immediately to reduce overall arrears.

- Reviewing the structure of the section to ensure the necessary resources in the right place at the right time to provide an excellent service by 2007/8.

- Having successfully filled long-standing vacancy of Principal Benefit Officer who will commence employment in July 2005.

Anything key or special that we learnt? Significant or unexpected learning.

From undertaking both the old/new benefit performance standard assessments (BFI) we have identified improvements to service. The 'national' tool provided has greatly assisted in developing the benefits service recovery action plan.

Resources

• **Financial**

2003/04 Actual net spend	2004/05 Estimated net spend	2005/06 Projected net spend
Benefits £551,085	Benefits £286,012	Benefits £69,903
Local Taxation £945,899	Local Taxation £328,700	Local Taxation £230,975
TOTAL £1,496,984	TOTAL £614,712	TOTAL £300,878

The costs and establishment for 2005/06 are set out below:

Expenditure / Income	*Cost*	*Notes*
Employee costs	*£679,615*	
Premise costs	*£0*	*To be determined*
Transport costs	*£18,041*	
Supplies and Services	*£133,047*	
Contract Services	*£0*	
Transfer Payments	*£0*	*To be determined*
Support Service Costs	*£0*	*To be determined*
Capital Costs	*£0*	
Total Expenditure	*£830,703*	
Income	*£529,825*	
Net Expenditure	*£300,878*	

Details of any key efficiencies achieved:-

• Reduced Girobank Charges for Council Tax
• Released resources from the Revenues and Benefits in order to provide a high quality Customer Service Centre

Staffing

Name	Brief Details of Duties	Room No	Tel Ext	E mail address
Leigh Butler	Manage Revenue and Benefits Service	47	1234	l.butler@bromsgrove.gov.uk
Amanda Griffiths	R & B system reconciliations/support	48	1243	Mandy.Griffiths@bromsgrove.gov.uk
Anne Hiley	Senior Council Tax/ NNDR Officer	48	1244	a.hiley@bromsgrove.gov.uk
Emily Beeny	Bus pass/car park permit renewals/direct debit take-up/general admin	48	1616	e.beeny@bromsgrove.gov.uk
David Allardice	Income control Council Tax /NNDR Agresso creditors	48	1624	d.allardice@bromsgrove.gov.uk
Mandy Taylor	Renovation Grants/HB overpayment control/HB payments control	48	1224	m.taylor@bromsgrove.gov.uk
Sandra Nicholson	HB overpayments administration/HB payment reconciliation	48	1227	s.nicholson@bromsgrove.gov.uk
Marie Wall	Benefit Fraud and Visiting Team leader	49	1240	m.wall@bromsgrove.gov.uk
Caroline McGreevy	Fraud/visiting officer general administration	49	1219	c.mcgreevy@bromsgrove.gov.uk
Stuart Youngs	Benefit Fraud investigator	49	1233	s.youngs@bromsgrove.gov.uk
Mike Turton	Visiting Officer	49	1219	m.turton@bromsgrove.gov.uk
Chistine Forrest	Visiting Officer	49	1262	c.forrest@bromsgrove.gov.uk
Deryn Broad	Housing/Council Tax Benefit Assessment Officer	49	1464	d.broad@bromsgrove.gov.uk
Tracey Till	Housing/Council Tax Benefit Assessment Officer	49	1226	t.till@bromsgrove.gov.uk
Mary Taylor	Council Tax/NNDR Officer	49	1224	m.taylor@bromsgrove.gov.uk
Phillip Smallman	Council Tax/NNDR Officer	49	1247	p.smallman@bromsgrove.gov.uk
Jayne Hunt	Housing/Council Tax Benefit Assessment Officer	49	1230	j.hunt@bromsgrove.gov.uk
Mike Davis	Council Tax/NNDR Officer	49	1250	m.davis@bromsgrove.gov.uk
Liz McGeary	Housing/Council Tax Benefit Assessment Officer	49	1231	l.mcgeary@bromsgrove.gov.uk
Emma Mullen	Housing/Council Tax Benefit Assessment Officer	49	1225	e.mullen@bromsgrove.gov.uk

David Riley	Senior Council Tax/NNDR Officer – Debt Recovery	49	1246	d.riley@bromsgrove.gov.uk
Lorraine Caswell	Senior Council Tax/NNDR Officer - Billing	49	1249	l.caswell@bromsgrove.gov.uk
David Spencer	Council Tax/NNDR Officer	49	1252	d.spencer@bromsgrove.gov.uk
Ann May	Internal Bailiff	49	1622	a.may@bromsgrove.gov.uk
Amanda Harris	Housing/Council Tax Benefit Assessment Officer	49	1461	a.harris@bromsgrove.gov.uk
Jayne Hackett	Benefits Admin Officer	49	1617	j.hackett@bromsgrove.gov.uk
Carole Willis	Council Tax/NNDR Officer	49	1623	c.willis@bromsgrove.gov.uk
Roger Taplin	Benefits Admin Officer	49	1634	r.taplin@bromsgrove.gov.uk
Jan Butts	DIP system – incoming post	37	1203	j.butts@bromsgrove.gov.uk
Lorraine Spears	DIP system – incoming post	37	1203	l.spears@bromsgrove.gov.uk
Ian Webb	Cashier – Council House		1209	
Deborah Martin	Cashier/Car Park Income – Council House		1209	d.martin@bromsgrove.gov.uk
Linda Thomas	Housing/Council Tax Benefit Assessment Officer	49	1229	l.thomas@bromsgrove.gov.uk

Portfolio Holder details:

Councillor Roger Hollingworth

The Council is mindful that staff development is key to corporate improvement and will look to including this in its Corporate Plan and financial arrangements.

Service Improvement Action Plan

Benefits Unit

A detailed benefits service improvement plan is enclosed with this report. The timeline for this improvement plan is from June 2005 through to April 2007.

The four main areas are:

Claims Administration

Processing benefit application claim forms for 'New' claims for Housing/Council Tax Benefit in a timely and efficient manner.

Processing change of circumstances where benefit is currently in payment in a timely and efficient manner.

Management Checks to ensure accuracy of benefit decisions made prior to going into payment.

Housing Benefit overpayments are recovered in a timely and efficient manner.

Working effectively with landlords.

Improvement in liaison with both internal and external customers.

Security of Benefits Administration

Benefit Management / Verification checks are carried out.

Counter Fraud referrals are investigated and the public are aware on how to report an alleged fraud.

Appropriate procedures and processes are in place and continual liaison both externally and internally.

Enhanced 'Fraud Awareness' training to all appropriate officers and our external partners.

Profiling incoming/outcomes on fraud investigations/referral files.

User Focus

Encourage Housing/Council Tax Benefit take-up within the district.

To review customer accessibility when they need to make contact with us on Housing/Council Tax Benefit matters.

Appeals and Complaints handling on benefit decisions and to ensure customer are aware of processes and procedures in place.

To ensure we process appeals and complaints received in a timely and efficient manner.

Provide second line Customer Service contact to support and enhance front-line contact through the HUB.

Resource Management

Ensuring the benefit service provided is efficient and effective to meet the needs of both customers and external partners.

To monitor performance of the service at both a national and local level to ensure we provide an efficient service.

To ensure we have a skilled and competent workforce and to ensure staff receive the appropriate training to satisfy this.

Analysing our costs and risks to ensure an efficient cost-effective service (value for money).

Revenues Unit

A detailed revenues service improvement plan is enclosed with this report. The timeline for this improvement plan is from June 2005 through to April 2007.

All staff within the service will be involved in dealing with actions identified in both improvement plans.

Areas of Service Identified for Improvement

The benefits improvement plan is in conjunction with the DWP Performance Standard for both 2004/05 and 2005/06.

As stated previously there will be further changes to this improvement plan as a result of the BFI inspection that is being carried out in 2005/06. The BFI will be on-site from June 2005 to early August 2005.

Comments and feedback form

We would like your views on this booklet. Please detach this page and send it to:

The Audit & Policy Section
The Council House
Bromsgrove

1.   How helpful have your found this booklet?

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2.   What did you particularly like about it?

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3.   What aspects can be improved? How?

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4.   Any other comments?

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                          │      Head of        │
                          │  Revenue Services   │
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FRAUD, INVESTIGATION & INSPECTION

BENEFITS

QUALITY CONTROL TEAM

COUNCIL TAX / NNDR

FRAUD, INVESTIGATION & INSPECTION	BENEFITS	QUALITY CONTROL TEAM	COUNCIL TAX / NNDR
Principal Fraud/Investigation Officer 1 PT	Principal Benefits Officer (Vacant)	Senior Revenue Officer 1 PT	Senior Council Tax / NNDR Officer 1 PT

Investigation Officer Team Leader Investigation Officers 2 x FT	Assessment Team Leader (Vacant)	Benefit Payments/Overpayments Officer 1 x PT

Systems Control Officer 1 x FT

Council Tax & NNDR Officer 1 FT

Recovery Officer 1 FT

Visiting Officers 1FT 1PT

Benefit Assessment Officers

4 x FT
3 x PT

Overpayment Assistant
1 x PT

Scanning Assistant 2 x PT

Bailiff 1 FT

Admin. Assistant 1 FT

Admin Officer 1 x FT

Revenue Officers Ctax and NNDR

4 x FT
1 x PT

Key theme 1. Claims Administration

Task Number	Priority	Source	Action	by whom	when	Key Outcomes	Monitoring/Evaluation	Progress Reviews
1.1		**Workload - E1**						
	H	a) for 2005-2006 will be recorded weekly	volumes of work received/work actioned and work outstanding each month to be recorded and produced to Head of Revenues	MG	from 1/4/05			
	H	b) Introduce alphabetic splits	introduce alphabetic teams to action work received	LB	by October 2005			
	H	c) review staff processes for processing new claims/change of circs/no refs tray	introduction of workflow.design process maps and flowcharts	PBO,LM,LT	by October 2005			
	H	d) monitor processing on a weekly basis using Iclipse	reports from Iclipse to produce statistics - to be produced to Head of Revenues	MG	from 1/4/05			
	H	e) Record work received and date actioned for new claims and change of circs	monthly statistics/reports to be produced to Head of Revenues	MG	from 1/4/05			
	H	f) from 1/4/05 Change of Circs incoming post flagged with 4 day deadline	a) weekly reports to be produced from Iclipse and given to Head of Revenues	MG	from 1/4/05			
	H		b) to be discussed at monthly management meetings to ensure completions done within 8 days	LB	from 1/4/05			
	H	g) New claims flagged as 21 days deadline to ensure completed within 35 days	a) weekly reports to be produced from Iclipse and produced to Head of Revenues	MG	from 1/5/05			
	H		b) Iclipse to be monitored daily by Benefits Team Leader	LM	from 1/5/05			
	H		c) Benefits Team Leader to allocate work according to daily monitoring priorities identified	LM	from 1/5/05			
	H		d) Academy report HB7240 identifies time taken to process claims - to be produced on a weekly basis for discussion at monthly management meetings along with all other reports as shown in E1 actions	LB	from 1/4/05			
	H	h) New Workflow system to be installed to assist with allocation of work (new claims only)	New system to act as an early warning system to effectively manage backlogs in relation to new claims only and produce monthly reports re volume statistics and time taken to complete actions	LB/PBO	from 1/6/05			
	H	I) monitor workloads/trends	monitor against those of previous year for post incoming, to inform on resources required and setting/monitoring departmental targets	PBO,LM	from 1/4/05			
	H	Routine discussion by Management Team regarding workload management	monthly discussions at management team meetings - to be minuted	LB/PBO	from 1/6/05			
1.2		**Workload - E2**						
	H	a) current procedures to be reviewed	a) procedural guidance to be produced	LM,DB	by October 2005			
	H		b) NHB6 and 8s to be targeted and prioritised	LM,JH	from 1/6/05			
	H		c) quantity of EP's to be measured for trend analysis and resource management	PBO,LM	from 1/6/05			
	H	b) Non NHB6/8 EP's to be identified	Stand alone EP form to be created for cases not identifed via NHB6 or 8, as result of direct customer contact	PBO,LM	by October 2005			
1.3		**Workload - E3**						
	H	a) obtaining information within 7 days of receipt of claim or notification of change in circumstances	a) procedural guidelines to be produced detailing timescales	PBO, TT,	by October 2005			
	H		b) Benefit form to have signed declaration so we can contact employer for information directly	PBO,LM	by October 2005			

	H		c) phone calls to employers to obtain pay details	PBO	by October 2005
	H		d) procedure for dealing with claimants whereby no earnings certificate has been provided	Jhunt,DB	by October 2005
	H		e) update change of circumstances form to allow contact with employer	PBO,LM	by October 2005
	H	systems to monitor 7 day target	f) target dates required for document types in Iclipse	LM,MG	from 1/6/05
	H		g) reports required off Iclipse on a monthly basis - to be discussed in Management meetings monthly	PBO/MG	from 1/6/05
1.4		**Workload - E4**			
	H	a) contact/reminders to customer before expiry of 4week/1month period re supply of info requests	a) Benefit assessor to use "Diary Date" facility on Academy - Interim Measure	PBO/LM	from 1/6/05
	H		b) procedural guidance/process maps required	LM,DB,LT	by October 2005
	H		c) reports as E1 - to monitor	PBO/LM	from 1/6/05
1.5		**Workload E5**			
	H	systems to reduce/minimise overpayments in change of circumstances cases	a) RATs/ETDs to be checked in the morning	JH	from 1/6/05
	H		b) Assessors to action by late afternoon (3pm)	assessors	from 1/6/05
	H		c) claims to be suspended on receipt of NHB6/8's	JH	from 1/6/05
	H		d) document scanned into Iclipse to have a target date of 5 days to minimise OP	MG	from 1/6/05
	H		e) docs to be monitored via weekly reports to Head of Revenues/PBO	PBOMG	from 1/6/05
	H		f) Identify POA situations	PBO,LM	by august 2005
	H		g) POA procedures/process maps to be done	DB,JHunt	by October 2005
	H		h) CTB suspend letter templates to be reviewed and amended as necessary	PBO/LM	from 1/6/05
	H		i) Change of circumstance information form/leaflet to be issued with determination and decision letters	LB/PBO	by October 05
1.6		**workload E6**			
1.7		**Minimising Repossession E7**			
	H	a) landlord access to claim details	a) procedural guidance/process maps required for customer service staff	PBO,LM	by October 05
	H		b) free standing form for use by customer service staff	LB/PBO	by October 05
	H		c) ensure plain english campaign approved	LB	by April 06
	H		d) new document code in Iclipse for new form	MG	by October 05
1.8		**Minimising Repossession E8**			
	M	communication with landlords	a) devise questionnaire to all landlords	LB/PBO	by December 05
	M		b) set up BENEFIT landlord forum	LB/PBO/MW	by December 05
	M		c) issue landlord leaflet/booklet to all landlords	LB/PBO	by June 2006
	M		d) ensure landlord leaflets/booklet available at customer service centre	LB/PBO	by June 2006
	M		e)written procedures required	LB/PBO	by June 2006

	M		f) consider named liaison officer(s) for complicated landlord queries in back office	LB/PBO	by June 2006
	M		g) direct line for complicated landlord queries in back office	LB/PBO	by June 2006
	M		h) general payment enquiries to be dealt with via customer service centre	LB/PBO	by June 2006
	M		I) agree method of landlord contact with back office and available contact times	LB/PBO	by June 2006
	M		j) actively encourage contact from landlords	LB/PBO	by June 2006
1.9		**Quality checks - E9**			
	H		a) procedural guidance detailing how checks are selected and recorded, showing sample covers new claims/change of circs/op/1st payment cases	LB/AO	by June 2005
	H		b) written confirmation of training received by checkers - to be updated with changes in staff	LB/LM	by June 2005
	M		c) Risk assessment reqd - to show what risks are there is quality checks not done	PBO/LM	by September 2005
	H		d) check sheet detailing aspects of claim checked - to be reviewed	PBO/LM	by June 2005
1.01		**E10** using quality checks to improve performance	a) similar format required for both benefit and fraud checks, giving details of why errors occuring and by whom		
	M			PBO/MW	by June 2006
	M		b) feedback into a central sheet to identify both personal and team training	PBO/MW	by June 2006
	M		c) payments to be quality checked and fed into same central spreadsheet	PBO	by June 2006
	M		d) analysis of central spreadsheet to help with annual staff appraisals	LB/PBO/MW/MG	by June 2006
	M		e) central training spreadsheet to be set up and reviewed quarterly by management team	LB/PBO/MW/MG	by June 2006
	M		f) quarterly management report to be produced and given to KD/members	LB	from 1/6/05
1.11		**Managing Debt - E11**			
	M		a) written procedures required	MT	by June 2006
	M		b) overpayment policy required	MW/MT/LB	by June 2006
	M		c) flowchart to support procedures	MT	by June 2006
	M		d) monthly monitoring of all types of recovery and assessing most successful method, to help inform future direction as relevant - to be discussed at management meetings each month	LB/MT	by June 2006
	M		e) monthly report to be done detailing outcomes of monthly monitoring	MT	by June 2006
	M		f) item to be on agenda for each management meeting for discussion (monthly)	LB	by June 2006
1.12		**E12**			
			a) policy for write-offs required for department/corporate	LB/MT	by June 2006
			b) staff procedure/checklist for actions that must be taken before debt is passed for writeoff	MT	by June 2006
1.13		**E13**			
	M		a) underlying entitlement procedure notes to be produced	DB,LT,LM	by December 2005
	M		b) method of sampling/checking to routinely and regularly monitor performance of 14 days and accuracy	as per E1 - LB/PBO	by December 2005
1.14		**Recovery - E14**			

	H		a) departmental targets to be set - not to rely solely on BVPI's - corporate strategic document should show targets set	KD/LB	by June 2005
	H		b) details of targets to be included in business plan	LB	by June 2005
	M		c) robust monitoring to be set up and reported on monthly	LB/PBO/MT	by August 2005
	M		c) monthly management meetings to be minuted confirming performance against targets	LB	by August 2005
	M		d) analysis of current monitoring needs to give performance measurements	LB	by August 2005
	M		e) reports to KB and members - monthly	LB	by August 2005
	M		f) procedures required detailing methods of recovery and considerations at relevant stages	MT	by August 2005
1.15		**E15**			
	M		a) procedure notes required to inform staff of actions necessary when debt outstanding and new claim made	MT,TT,Jhunt	by June 2006
	M		b) monthly reports required to identify debtors who have reclaimed - need to check if system can already produce or does a querymaster need raising (do other Academy sites already have such a report in place?)	PBO,LM	by September 2005
	M		c) procedures reqd re fast tracking through court - to include in Policy also	MT	by September 2005
	M		d) DWP Debt Management procedures reqired	MT	by September 2005
1.16		**E16**			
	M		a) O P policy to include procedural guidance on collection of adpens	MW/MT/LB	by September 2005
	L		b) monitoring of adpens required	PBO/MT	by January 2006

Task Number	Priority	Source	Action	by whom	when	Key Outcomes	Monitoring/Evaluation	Progress Reviews
		Security of Administration E18						
1.17 H		training for receiving and verifying documents	a) new tranche of customer service staff to be trained on Fraud Awareness and Document Verification	SY	by September 2005			
	H		b) fraud awareness sessions to be re-done (put on hold in late 2004 due to opening of Service Centre and subsequent reduction in staff levels)	SY,Fraud PO	by September 2005			
	M		c) new staff to have training as part of induction to department - to be included in training strategy	LB/MW	by June 2006			
		Fraud Referrals E20						
1.18 M		public guidance/training	a) fraud awareness fliers to be included in payslips annually	LB/MW	by June 2006			
	H		b) new tranche of HUB staff to receive fraud awareness and document verification training	SY	by September 2005			
	L		c) landlords to be trained in both elements - to be included in Benefits Landlord forum	MW/SY	by June 2006			
	H		d) refresher details to be issued to all staff pending formal training	MW	by June 2005			
	M		e) departmental training strategy to include fraud awareness and document verification	LB/MW	by June 2006			
		E21						
1.19 H			a) ensure new leaflets are cascaded to public reception points and libraries	MW	by June 2005	achieved 24/05/05		completed 24/05/05
	M		b) details of hotline to be put on claim form/leaflets/change of circs forms	LB/MW/PBO	by June 2006			
		Risk Profiling Referrals E22						
1.2 M			a) monitoring of investigation results to review the risk assessment process	MW	by June 2006			
		Action on Referrals E24						
1.21 M			a) monitoring of referral sifting to be undertaken and records kept against required performance	MW	by December 2005			
	H		b) monthly file holdings to be reviewed monthly, consistently	MW	by September 2005			
	H		c) procedural guidance on 10 day sift of referrals (exc HBMS/NFI)/allocations and progress made reviews/management system	MW	by September 2005			
		E25						
	H	commence investigations within 10 days of sift	a) additional resource required - highlighted many times but not yet resolved	LB/MW	by September 2005			
		LA fraud policy E30						
1.22 H			a) fraud strategy documents and business plans for section to be approved by members, to include Lone Working Policy, Prosecution Policy and revised VF policy	LB/KD	by September 2005			
1.23		**E34**						
	H		a) central register of IR requests to be set up	sy	by September 2005			
	H		b) documented procedures	MW	by September 2005			

	H		c) procedure required to ensure only lawful requests are issued - to include a management check of request	MW	by September 2005
ADDITIONAL ELEMENTS FOR ACTION	H	Single Point of Contact Policy required	a) Corporate Policy	AB/MW	by October 2005
	H	Prosecution cases	a) legal representation to be resolved and Legal SLA adopted	AB/MW	by August 2005
	H	Compliance with legislation	a) procedural guidance on complying with appropriate legislation - management checksheet to be reviewed and updated	MW	by September 2005
	H		b) management checksheet to be reviewed to incorporate all necessary checks by area	mw	by September 2005

Task Number	Priority	Source	Action	by whom	when	Key Outcomes	Monitoring/Evaluation	Progress Reviews
		Take Up E38						
1.24	M	written strategy inc customer service, encourage take up, working in partnership	a) written strategy required	LB/PBO	by April 2006			
	M		b) meetings with other partners to be minuted discussing take up	PBO,LB,LM, MW	by April 2006			
	M		c) meeting to be arranged to discuss take up with partners	PBO	by April 2006			
	M		d) develop multi-agency meeting from existing network	PBO,LM,MW	by April 2006			
	M		e) leaflets/posters to be set up encouraging take up, to include in work benefits	PBO,LT	by April 2006			
	M		f) consider joint procurement with other local LA's for take up publicity	PBO/LB	by April 2006			
		E39						
1.25	L		a) to develop once E38 in place	PBO	by April 2007			
	L		b) quarterly evaluation to report to KD/Members	LB/PBO	by April 2007			
	L		c) involve landlords in publicising take up	PBO,LB	by April 2007			
	L		d) involve JCP/DWP/PS/CAB etc	PBO	by April 2007			
		Accessibility E40						
1.26	L	review of service	a) annual customer survey to be started - to liaise with Best Value Team	LB	by April 2007			
	L		b) consider mini surveys a couple of times a year by means of comment cards at HUB/exit polls/telephone polls	RH,VJ	by April 2007			
	L		c) produce feedback to the customer detailing results of surveys, e.g. website/posters at Hub/press releases/newsletters to landlords etc	RH,VJ,LB	by April 2007			
	L		d) collation of evidence from forums and all stakeholder meetings	LB/PBO	by April 2007			
	L		e) Departmental Race Equality Scheme - ongoing as per action plan	MW/LC	by April 2007			
	M		f) establish from Best Value/Audit team what corporate surveys have been undertaken that include benefits (6 monthly)	LB/MG	by April 2006			
	M		g) review of need to set out opening hours and telephone service in appropriate format (claim forms/leaflets etc)	PBO/RH	by April 2006			
		E41						
1.27	H	prompt notifications	a) review of letter templates for decisions notified to customers and relevant third parties	PBO,TT, Jhunt	by September 2006			
	H		b) document procedures showing overpayment decisions notified within 14 days of final calculation	PBO,TT, JHunt	by September 2006			
		Dealing with Enquiries E42						
1.28	H	targets set for dealing with public enquiries by HUB and back office	a) evidence required from Service Centre to ensure targets are being met re telephone call answering and replies re correspondence	LB/Roger Horton	by September 2005			
	M		b) departmental targets for back office staff to be set	LB,PBO,MW, MG	by April 2006			

H		c) monitoring of targets for BDC staff and customer service centre staff to be set up and reported on	LB	by September 2005	
	E43				
1.29 L	over the counter service	a) leaflets required stating documents can be taken to One Stop Shop	LM,LT,LB	by September 2006	
L		b) details to be put on website and posters - current posters do not include benefits	LB/PBO	by September 2006	
M		c) HUB working group minutes to be obtained and reviewed as to why benefits not included in HUB publicity	LB/PBO	by September 2005	
	Partnership Working E44				
1.3 H	SLA's in place	a) SLA with Appeals service to be traced, if done, otherwise new SLA to be agreed	PBO,LB	by September 2005	
	E45				
1.31 H	monitoring of SLA's	a) implement monitoring regime	PBO	by September 2005	
H		b) nominated persons for active participation in SLA's and monitoring	PBO plus assessors	by September 2005	1. Benefits SLA agreed 27/5/05
H		c) minutes of all SLA meetings, inc monitoring info, to be held centrally and on intranet	PBO/LM	by September 2005	
H		d) all monitoring information both collation and outcomes to be centrally retained	PBO/LM	by September 2005	
	E46				
1.32 H	formalised working arrangments with other organisations	a) RSL's to be documented	Deryn	by June 2005	
M		b) SLA's to be set up and monitored	PBO	by June 2006	
H		c) SLA with Police to progress	MW	by June 2005	1. Meeting held at BRV Police Station on 02/06/05 - still ongoing
M		d) Internal SLA to be considered between Benefits and Revenues	LB/PBO/MW	by June 2006	
H		e) SLA with BDHT - corporate SLA to be reviewed and local SLA set up	LB/PBO	by September 2005	
H		f) all meetings to be minuted	PBO	by September 2005	
	Appeals E47				
1.33 H	nominated skilled individuals	a) formal training required for those involved and documented	PBO,LM	by September 2005	
H		b) procedural guidance and process maps to be created	PBO,LM	by December 2005	
H		c) key work objectives to be set as part of appraisal system and monitoring system	PBO,LM	by September 2005	
	E48				
1.34 H	implementing appeal tribunal decisions	a) procedural guidance required	PBO,LM	by December 2005	
H		b) monitoring to show possible delays in action	PBO	by December 2005	
H		c) monitoring information to be fed into monthly management meetings for discussion and minuting	PBO	by December 2005	
	E49				
M		a) record of checks to be made to ensure correspondence and e-mails are answered within targets set	LB	by December 2005	

M

b) records of action taken to be set up detailing any weaknesses identified through complaints/comments and subsequent outcomes   LB   by December 2005

Task Number	Priority	Source	Action	by whom	when	Key Outcomes	Monitoring/Evaluation	Progress Reviews
		Managing the Benefits Service E50						
1.35	H		a) obtain copy of PI's from Pat Brennan to include in Business Plan	LB	by June 2005			
		E51						
1.36	H		a) monitoring process needs to be shown in business plans	LB	by June 2005			
	M		b) to be discussed quarterly in management meetings and minuted	LB/PBO/MG/MW	by September 2005			
			c) recording of report referrals to KD/members and subsequent discussions	LB	by September 2005			
		E52						
1.37	L		a) establish if there are corporate risks identified within BDC - which include department risks	KD/Corporate,LB	by April 2006			
		E54						
1.38	M		a) develop following E50/E51 - reports needs to show achievements against targets set, identifying areas of concern, reasons for concern and a means of correcting	LB/PBO	by April 2006			
		Providing for a skilled/competent workforce E55						
1.39	L		a) departmental induction plan to be devised	LB/PBO/MW	by April 2007			
	L		b) corporate checks re policies needed to confirm induction procedures and staff codes of conduct	LB/MG	by April 2007			
	H		c) Police checks required on all outside officers - is it done and is there a policy	KD/Corporate	by September 2005			
	M		d) Where references given, has the referee been contacted by phone to confirm they did complete the reference?	LB/Personnel	by April 2006			1. E-mailed to LB/JK for considerations 6/6/05
	H		e) Declarations of interest form to be created	MW	by June 2005			
	H		f) Team Managers to circulate to staff for completion	Managers	by July 2005			
	M		g) declarations of interest to be reviewed and refreshed annually	MG	by July 2006			
	M		f) Corporate Diversity Strategy? Does it include benefits (named)	Legal Dept	by July 2006			
		E56						
1.4	M		a) training strategy required	LB/MW/PBO	by June 2006			
	M/L		b) benefit manual required for benefits staff	PBO	by December 2006			
	M/L		c) training plans and method of monitoring training provided	PBO,LB,MW	by December 2006			
		Value for Money E57						
1.41	H		a) cost of claim to be regularly reviewed	LB	by September 2005			
	H		b) benchmark this cost against other LA's	LB	by September 2005			
		Internal Control E61						

1.42	H		a) written procedure for access to system for starters and leavers	MG/MW	by September 2005
	E62				
1.43	H		a) Post Opening Procedure required/updated to include random checks to ensure that post opening guide is adhered to	MW/PBO	by June 2005
	H		b) Nominated Post Opening Supervisor required	LB	by June 2005
	H		c) Post Opening Supervisor to produce monthly quality reports detailing monitoring undertaken	LB/?	by June 2005
	Secure Administration E64				
1.44	M		a) no audit inspection of Benefits - need to speak to KD to resolve and arrange as necessary	LB	by December 2005
	M		b) audit reports and outcomes to be recorded and retained as evidence of checks	LB/PBO	by December 2005
	E65				
1.45	M		a) recommendations from external and internal auditors should be retained as evidence and discussed at monthly management meetings as appropriate	LB	by December 2005
	M		b) responses to audit reports should be documented and collated as evidence of action taken	LB	by December 2005

1. E-mailed to LB/JK for considerations 7/6/05

1   Improvements required within valuation function

Action	Time Frame Start/End	Lead Officer (See Key)	Resources	Source of Funding	Key Outcomes	Monitoring/ Evaluation	Progress Date
1.1 Development of SLA with valuation office agency to include	010405-010905	LC	DS,DR				
Requirement for B.A. to inform VOA of relevant changes within 10 days	010405-010905	LC	DS,DR				
Requirement for VOA to action BA reports within 90 days	010405-010905	LC	DS,DR				
1.2 Introduction of electronic reports to the VOA	010705-311205	LC	DS,DR				
1.3 Billing Authority to issue completion notices on all new and structurally altered properties	010705-311205	LC	DS,DR				
1.4 Implementation of electronic update of Valuation Lists	010705-311205	LC	DS,DR				
1.5 Timetable monthly reconciliation of Banding and Valuation lists bewteen Academy system and VOA	010705-311205	LC	DS,DR				
1.6 Measurement of performance against targets.	010106-310306	AH	LC,DS				
1.7 Valuebill - egov initiative	010406-310307	DR	PS				
1.8 Set up Council Tax and NNDR property records from date Building Regs fees paid	010705-310306	LC	DS				
1.9 Liaison with planning over NHBC certificates	010705-310306	LC	DS				
2 Street name and numbering - improvements with internal liaison	010705-310306	LC	DS				
2.1 Planning permission - change in use etc - improvements with internal liasion	010705-310306	LC	DS				

2 Improvements required within the billing function

Action		Time Frame Start/End	Lead Officer (See Key)	Resources	Source of Funding	Key Outcomes	Monitoring/ Evaluation	Progress Date
2.1	Review of content of Demand Notice to ensure that explanatory notes comply with stautory requirements	010705-311205	DR	LB,PS				
2.2	Demand Exemption notices to include statement of any other debts	010705-311205	DR	LB,PS				
2.3	Clarity of Demand/Exemption notices to be approved by third party	010705-311205	DR	LB,PS				
2.4	Implementation of e-billing	010406-311206	DR	LB,PS				
2.5	Implementation of BACS refunds	010406-311206	DR	LC,MG,DA, AH				
2.6	Measurement of performance target to ensure refunds issued within 10 working days	010705-311205	DR	AH,LC				
2.7	Explanatory leaflets for customers and Service Centre	010705-311205	DR	LC,PS,MT, CW				
2.8	Procedure/Guidance for authorising refunds	010405-011006	AH	DR,LC				

Action	Time Frame Start/End	Lead Officer (See Key)	Resources	Source of Funding	Key Outcomes	Monitoring/ Evaluation	Progress Date

3 Improvements required for payments

	Action	Time Frame Start/End	Lead Officer (See Key)	Resources	Source of Funding	Key Outcomes	Monitoring/ Evaluation	Progress Date
3.1	Full utilisation of ADDACS and AURRDS to include system production of REDD and letters	010705-310306	LC	MG,AH,DA,EB				
3.2	Consideration of additional DD dates - with a view to implementing customer defined payment dates	011105-311205	LB	AH,MG,LC				
3.3	Consideration of swipe cards/bar-coded bill to enable payment at Post Office/Allpay/Paypoints	011105-311205	LB	AH,MG,LC				
3.4	Implementation of on-line sign up to direct debit	011105-311205	LB	AH,MG,LC,DR				
3.5	Unpaid DD amounts to be fed directly into Academy from HSBC Mailbox rather than to Raduis Cash Receipting	011105-311205	LB	AH,MG,DA				
3.6	Download facility from Academy to Radius to provide account/balance information	011105-311205	LB	AH,MG,DA				

4 Maintenance of accounts

Action	Time Frame Start/End	Lead Officer (See Key)	Resources	Source of Funding	Key Outcomes	Monitoring/ Evaluation	Progress Date
4.1 Survey form to be issued on all new accounts including e-reg canvas form	010705-011005	DR	PS				
4.2 SLA to be developed with planning department	010705-011005	LC	DS				
4.3 Introduction of issue of condolence letter where charge/ratepayer deceased (Condolence letter to include survey form to determine discount entitlement)	010705-011005	LC	MT,CW,MD				
4.4 Implementation of targets to action incoming correspondence with 10 days	010505-010805	AH	LC,DR				
4.5 Measurement of performance against targets to be introduced	010605-310306	AH	LC,DR				
4.6 Include Electoral Registration form with standard Council Tax Registration form to save on postage costs to BDC	010805-310106	DR	ADMIN				

4 Maintenance of accounts

Action | Time Frame Start/End | Lead Officer (See Key) | Resources | Source of Funding | Key Outcomes | Monitoring/ Evaluation | Progress Date

5 Improvement for administration of reduction,reliefs,exemptions

	Action	Time Frame Start/End	Lead Officer (See Key)	Resources	Source of Funding	Key Outcomes	Monitoring/Evaluation	Progress Date
5.1	Pro-actively publicise the availability of reliefs - to include canvassing possible CASC, SBRR entitlement RRR entitlement	010805-310306	LB	DR,DS				
5.2	Compilation of Rural Settlement List and annual review of list	010605-301105	LB	DR,DS				
5.3	Development of checklist for award of discretionary reliefs	011005-310306	LB	DR,DS				
5.4	All NDR reliefs to be awarded to end of financial year only. annual review of discretionary reliefs	010406-310307	LB	DR,DS				
5.5	Development of policy for reduction of Council Tax under Section 12 of LGFA 1992 (as inseted by LGA 2003)	011005-310307	LB	DR,LC				
5.6	Partnership with local voluntary agencies to ensure staff are aware of all possible Reductions,Reliefs, Exemptions. Distribution of advice leaflets to these agencies	011005-310307	LB	AH,MG,LC,DR				
5.7	All CT discounts/exemptions to be reviewed annually - SPD To be verified with reference to census information and where necessary referral to third party (experian/equifax) for further verfication	010406-310307	LC	MT,CW,PS,MD				
5.8	Inspections of certain property exemptions be reviewed - postal rather than actual visit	010605-010106	LC	MW,MTN,SY				
5.9	Discount reviews - rolling review - Students	010406-310307	LC	MT,CW,PS,MD				

6 Improvement in relationship between benefits and revenues

	Action	Time Frame Start/End	Lead Officer (See Key)	Resources	Source of Funding	Key Outcomes	Monitoring/ Evaluation	Progress Date
6.1	Introduction of standard memo on DIP system to allow revenue staff to report possible fraud cases	010705-011105	MW	AH,SY,AT				
6.2	Information held on benefits/Ctax/NDR systems to be available to all staff	011005-310307	LB	LC,DR,AH				
6.3	On-line production of bills/benefit notifications to allow documents to be posted in one envelope.	010905-010206	LB	LC,DR,PS				

Action	Time Frame Start/End	Lead Officer (See Key)	Resources	Source of Funding	Key Outcomes	Monitoring/ Evaluation	Progress Date

7 Anti Poverty

	Action	Time Frame Start/End	Lead Officer (See Key)	Resources	Source of Funding	Key Outcomes	Monitoring /Evaluation	Progress Date
7.1	Written code of practice to be introduced for debt recovery (Link overpaid HB)	011005-310307	LB	DR,AM				
7.2	Development of corporate anti poverty and corporate debt strategy (Link overpaid HB)	011105-310307	LB	DR,AM				
7.3	Revenues Staff to be trained on welfare benefits and to proactively invite claims for benefits where financial circumstances forms illustrate possible entitlement	011105-011006	LB	DR,PBO				
7.4	Forge better links with outside agencies - CAB etc (Link with Benefits)	010705-010306	LB	AH,PBO,LC,DR				

8 Pre Liability Order Improvements

	Action	Time Frame Start/End	Lead Officer (See Key)	Resources	Source of Funding	Key Outcomes	Monitoring/Evaluation	Progress Date
8.1	Review of contents of reminder/final notices	010705-310306	DR	LC,PS,AM				
8.2	Explanatory leaflets to be included with all pre liability order letters	010705-310306	DR	LC,PS,AM, MT				
8.3	Explanation of possible Reduction/Reliefs/Discounts/Benefit to be included with all documentation	010705-310306	LC	DR,PS				
8.4	Partnership to be developed with CAB to enable leaflet detailing debt counselling advise to be included with notices. Training to be offered to CAB staff to ensure awareness of Reduction /Reliefs/Discounts/Benefits	010705-310306	LB	AH,PBO,LC,DR				
8.5	Development of written policy for withdrawal of summons costs	010605-011006	DR	LB,LC,AH				
8.6	Remote computer link to be introduced for staff attending magistrates court	010406-011006	LB	DR,LC,I.T				
8.7	Development of written policy on tracing of absconded debtors	010605-011006	DR	LB,LC,AM,AH				
8.8	Written breakdown of summons costs to be available at magistrates court	010605-010805	LB	DR,LC				
8.9	Database marked to show all Councillors and where accounts are two months in arrears voting rights restricted	010605-010805	DR	MD,CW				

8 Pre Liability Order Improvements

9 Post Liability Order improvements

	Action	Time Frame Start/End	Lead Officer (See Key)	Resources	Source of Funding	Key Outcomes	Monitoring/Evaluation	Progress Date
9.1	Introduction of prosecutions for failure to supply information under reg 36	010406-310307	LB	DR,LC				
9.2	Monthly production of reports for AOE/AOB/Bailff accounts where no payments have been received	010605-011105	DR	AM,LC				
9.3	Prosecution of employers who fail to action AOE	010406-310307	LB	DR,LC				
9.4	SLA to be introduced between B.A and external bailiff (CCS)	010705-010206	LB	DR				
9.5	Monthly monitoring of cost and benefits of bailiffs system carried out	010605-011105	DR	LC				
9.6	Bailiff to provide authority with monthly statements for client account	010605-011105	DR	LC				
9.7	Cases to be forwarded to bailiffs electronically, amendments and return to be reported electronically	010406-310307	DR	LC,I.T				
9.8	Tender Bailiff Services	010406-310307	LB	DR				

10 **Committal and Post Bailiff Recovery**

Action	Time Frame Start/End	Lead Officer (See Key)	Resources	Source of Funding	Key Outcomes	Monitoring/ Evaluation	Progress Date
10.1 **Delegate decisions on Committal, Bankruptcy, Charging Orders to officers rather than member approval**	010406-310307	LB	DR				
10.2 **Written policy on which cases will be referred for committal, including minimum amount below which it will be deemd uneconomical to pursue**	010406-310307	LB	DR				
10.3 **Committal cases to be flagged on RADIUS system to ensure payments are notified on court date**	010406-310307	LB	DR				
10.4 **Written procedures to be agreed between enforcement agency and local authority for service of WOA**	010406-310307	LB	DR				

11 **Improvement required for write off procedures**

Action	Time Frame Start/End	Lead Officer (See Key)	Resources	Source of Funding	Key Outcomes	Monitoring/ Evaluation	Progress Date
11.1 **Written policy to be introduced detailing what action is required before debts written off and circumstances in which debts are written off** **Link with overpaid HB**	011005-310307	LB	DR,PBO,AT, AH				

13 **Procedures - Process Maps**

Action	Time Frame Start/End	Lead Officer (See Key)	Resources	Source of Funding	Key Outcomes	Monitoring/ Evaluation	Progress Date
13.1 Refunds							
13.2 Small business rate relief	010405-011005	AH	LB, DR				
13.3 Appropriate Enforcement Action	010405-011006	AH	DR				
13.4 Monitoring Deductions from IS/JSA	010405-011006	AH	DR				
13.5 Obtaining Charging Order - Council Tax	010405-011006	AH	LB, DR				
13.6 Initiating Insolvency Proceedings	010405-011006	AH	LB, DR				
13.7 Establishing Sole or Main residence	010405-011006	AH	LC,MT				
13.8 Inpsection - visists made where appointments are made	010405-011006	AH	MW,MTN,CM				
13.9 Inspections - visits made as a result of a Special Request	010405-011006	AH	MW,MTN,CM				
13.10 Granting Class U exemption SMI	010405-011006	AH	LC,MT,PS,MD				
13.11 Granting Class G exemption	010405-011006	AH	LC,MT,PS,MD				
13.12 Granting Class J exemption	010405-011006	AH	LC,MT,PS,MD				
13.13 Granting Class I exemption	010405-011006	AH	LC,MT,PS,MD				
13.14 Granting Class D exemption	010405-011006	AH	LC,MT,PS,MD				
13.15 Granting Class C exemption	010405-011006	AH	LC,MT,PS,MD				
13.16 Granting Class B exemption	010405-011006	AH	LC,MT,PS,MD				
13.17 Inspections - unanounced visits	010405-011006	AH	MW, SY				
13.18 Dtermination of HMO's	010405-011006	AH	LC,MT,PS,MD				
13.19 Granting Class F exemption	010405-011006	AH	LC,MT,PS,MD				
13.20 Obtaining a Liability Order from a failed instlament	010405-011006	AH	DR,LC,CW,MD				
13.21 Obtaining a J&S Liability Order	010405-011006	AH	DR,LC,CW,MD				
13.22 Granting Class N exemption	010405-011006	AH	LC,MT,PS,MD				
13.23 Initiating attachment of earnings	010405-011006	AH	DR,LC,CW,MD				
13.24 Processing Nulla Bona certificates	010405-011006	AH	DR,AM				
13.25 Rural Rate Relief	010405-011006	AH	LB,DR,DS				
13.26 Payment methods	010405-011006	AH	MG,DA,LB				
13.27 Monitoring Baliff performance	010405-011006	AH	DR				
13.28 Processing refer to drwaer cheques	010405-011006	AH	MG,DA,DM				
13.29 Write Off procedure	010405-011006	AH	DR,LB				
13.30 Processing recalled Direct Debits	010405-011006	AH	EB				
13.31 Valuation Tribunal appeals	010405-011006	AH	LC				
13.32 Discount Disregards review of	010405-011006	AH	LC,MT,CW,MD				
13.33 Single PD review of	010405-011006	AH	LC,MT,CW,MD				
13.34 Monitoring suspended Committal Order	010405-011006	AH	LB,DR,				
13.35 Processing Bankruptcies and Liquidations	010405-011006	AH	LB,DR				
13.36 NNDR Hardship application	010405-011006	AH	LB,DR,DS				
13.37 NNDR Discretionary Relief	010405-011006	AH	LB,DR,DS				
13.38 Monitoring recovery payment arrangements	010405-011006	AH	DR,LC,CW,MD				
13.39 Making a special arrangement	010405-011006	AH	DR,LC,CW,MD				
13.40 Tracing absconders	010405-011006	AH	DR,LC,CW,MD				
13.41 Bailiff processing	010405-011006	AH	DR,AM				
13.42 Monitoring Attachement of Earning Orders	010405-011006	AH	DR,LC,CW,MD				
13.43 VOA Notifications	010405-011006	AH	LC,DS				
13.44 Determination of Council Tax liability	010405-011006	AH	MT,PS,CW,MD,DS				
13.45 Issue of Completion Notices	010405-011006	AH	LC,MD,DS				
13.46 Inspection of Unoccupied domestic properties	010405-011006	AH	MTN,CF,CM				
13.47 Committal Process	010405-011006	AH	LB,DR				

12 **Customer Care**

Action	Time Frame Start/End	Lead Officer (See Key)	Resources	Source of Funding	Key Outcomes	Monitoring /Evaluation	Progress Date
12.1 **Customer care policy to be introduced with specific targets for Council Tax and NDR**	010406-310307	LB	RH,VJ,AH				
12.2 **Introduction of annual customer surveys to proactively target charge/rate payers views**	010406-310307	RH	VJ,AH				
12.3 **Ctax legislation requires annual ratepayer consultation.** **Introduction of structured consultation which will also advise** **rate payers of all reliefs available and any changes to appeals process**	010406-310307	LB	DR,LC,AH				
12.4 **Implementation of on line access to customers accounts**	010406-310307	LB	DR,I.T				
12.5 **Customer contract to be produced which states clearly all service standards that the customer can expect.**	010406-310307	RH	VJ,LB				

14 Inspections

Action	Time Frame Start/End	Lead Officer (See Key)	Resources	Source of Funding	Key Outcomes	Monitoring/Evaluation	Progress Date
14.1 Purchase of Academy Streetwise to allow out of office link for inspectors	010705-310307	LB	MW,LB,PB O				
14.2 Academy inspection module to be utilised - system to produce visit form to be completed by inspector where contact is made	010605-310306	DR	MTN,CF,S Y				
14.3 New builds/structural alterations to be visited on 3 monthly cycles and completion notices to be issued by outside inspector	010605-310306	LC	MTN,CF,S Y				
14.4 Class C properties to be visited within 6 weeks of exemption award	010605-310306	MW	MTN,CF,S Y,LC				
14.5 Inspectors to be rotated to ensure one inspector does not have full control of any individual case	010605-310306	MW	MTN,CF,S Y				
14.6 System put in place to monitor number and quality of visits completed	010605-310306	MW	SY				

Action	Time Frame Start/End	Lead Officer (See Key)	Resources	Source of Funding	Key Outcomes	Monitoring/Evaluation	Progress Date

15 Quality Control - Management Checks

	Action	Time Frame Start/End	Lead Officer (See Key)	Resources	Source of Funding	Key Outcomes	Monitoring/ Evaluation	Progress Date
15.1	Quality check to be completed on a minimum of 10% of work processed	010805-011105	AH	MG,DA,				
15.2	5-10% of bailiff visits to be assessed for quality	010805-011105	AH	DR,MG				
15.3	Timetable of review structure for all outgoing correspondence, forms, e-forms and information held available to public	010406-310307	LB	AH,PBO,MW,RH				

		Time Frame Start/End	Lead Officer (See Key)	Resources	Source of Funding	Key Outcomes	Monitoring/ Evaluation	Progress Date
15.1	Quality check to be completed on a minimum of 10% of work processed	010805-011105		MG,DA,				
15.2	5-10% of bailiff visits to be assessed for quality	010805-011105						

16 Staff Performance & Training

Action	Time Frame Start/End	Lead Officer (See Key)	Resources	Source of Funding	Key Outcomes	Monitoring /Evaluation	Progress Date
16.1 **Training manual to be developed, incorporating procedure notes for all tasks (manual can be held electronically on internet and availiable to all revenues staff)**	011005-310307	LB	AH,LC				
16.2 **Where quality control indicates problem further training to be given**	011005-310307	AH	MG,LB				
16.3 **Performance targets to be developed in line with aims of customer contract, and incoming correspondence**	011005-310307	LB	AH,RH,VJ				

17 **Systems**

	Action	Time Frame Start/End	Lead Officer (See Key)	Resources	Source of Funding	Key Outcomes	Monitoring/ Evaluation	Progress Date
17.1	**Audit of Systems to be undertaken to ensure that full capabilities are being realised**	010106-310307	LB	AH,MG,MW ,PBO,				
17.2	**Structure to be put in place to disseminate information on updates and system** **enhancements to all staff, and develop training plans**	010106-310307	LB	AH,MG,MW ,PBO,LC,D R				

18 Data Protection

	Action	Time Frame Start/End	Lead Officer (See Key)	Resources	Source of Funding	Key Outcomes	Monitoring/ Evaluation	Progress Date
18.1	Introduction of charge for supply of information under data protection	010605-310307	LB	CORP				

freedom of information. Fee to be reviewed annually

	Action	Time Frame Start/End	Lead Officer (See Key)	Resources	Source of Funding	Key Outcomes	Monitoring/ Evaluation	Progress Date
18.1	Introduction of charge for supply of information under data protection	010605-310307	LB	CORP				

freedom of information. Fee to be reviewed annually

BROMSGROVE DISTRICT COUNCIL

EXECUTIVE CABINET

22nd JUNE 2005

LEISURE SERVICES – BUSINESS PLAN 2005/6

Responsible Portfolio Holder	Councillor June Griffiths
Responsible Head of Service	Robbie Hazlehurst

1. SUMMARY

1.1 To seek Members' approval of the Leisure Services Business Plan for 2005/6.

2. RECOMMENDATION

2.1 That Members approve the Leisure Services Business Plan for 2005/6.

3. BACKGROUND

3.1 The plan is the first to be produced in the new corporate style, the intention being to have a common, but dynamic, approach.

In summary, it:

- Sets out the services provided, including those provided with our partner organisations, in the public, private and voluntary sectors, and work-load levels.

- Details service performance over the past year, with reference to both successes and failures, and measures to address failures and improve performance.

- Describes the challenges and service targets for the next financial year, and the resources available (staff and financial) to tackle them.

- Sets out the linkages between the Community Plan, Corporate Plan, in particular, the Council's key objectives, the Recovery Plan, Medium-Term Financial Plan, Best Value Performance Plan, Service Business Plans and Staff Training and Development Plans, thus demonstrating the importance of their inter-relationship to performance management and ultimately the successful provision of customer focussed, quality services by the Council.

3.2 A copy of the Business Plan is shown at Appendix 1 to the report for Members' consideration.

4. FINANCIAL IMPLICATIONS

4.1 The financial implications of the Business Plan were taken into account when producing the Council's Revenue and Capital Budgets for 2005/6.

5. RISK MANAGEMENT IMPLICATIONS

5.1 Approval and implementation of the Business Plan will assist in ensuring that service resources are used in a focussed, well managed way, thus maximising the ability of service managers and their staff to achieve key service objectives, and minimising the risk of service failure

6. PERFORMANCE MANAGEMENT IMPLICATIONS

6.1 It will be essential to monitor progress against agreed service objectives and to take intervention measures if required, to ensure that Leisure Services strongly contribute in a prioritised, well managed manner, towards the achievement of elements of the Council's Recovery Plan, Community Safety Strategy, and in particular, the Council's Objectives as set out in the Community Plan, Performance Plan and Corporate Plan.

7. EQUALITIES IMPLICATIONS

7.1 Two major service objectives contained within the Business Plan, are improving access to services for our customers and customer focus. These objectives will primarily be achieved through the Council's new Customer Services Centre, and the provision of comprehensive and readily accessible service information through the Council's website.

BACKGROUND PAPERS

None

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SERVICE

BUSINESS

PLAN

Leisure Services

1St April 2005 - 31st March 2006

bromsgrove council
www.bromsgrove.gov.uk

CONTENTS

Message from Councillor June Griffiths, Portfolio Holder for Leisure Services

Leisure, sport and recreation have long been recognised as an important part of modern life. Leisure, sport and recreation can bring to the district opportunities for employment, health benefits and a range of community benefits whereby individuals have the opportunity to achieve personal goals, a sense of belonging, the achievement of a team and satisfaction. In a more general sense the whole community benefits from the healthy life styles induced by quality provision of leisure and sports facilities, programmes and services. Sport and art is a major influence on people's lives in terms of what they watch, their lifestyle choices and even what they wear. It impacts on virtually every level of our society and plays a vital role in the life of the nation.

Fit and healthy people who regularly take part in arts, sport and recreation make fewer demands on the National Health Service, have fewer days off sick from their work and contribute more to the life of the community. Sports, leisure and arts facilities linked to a programme of activities and a co-ordinated development programme can offer communities, both young and old, a real opportunity to develop their sporting and artistic skills as an alternative to anti-social forms of behaviour. Sports, leisure and arts and the benefits that they bring to society in its broader social meaning is a powerful tool in tackling social exclusion.

There is a growing expectation for the local authority to take a strategic approach to the management and delivery of leisure services, and to support and build capacity at a local level with the voluntary sector, and key agencies. In order to achieve an acceptable balance between making leisure activities affordable to all sectors of society, and making the subsidy for services affordable to the local authority, a robust and thorough approach to pricing is necessary and has been adopted. There is a need to develop new partnerships and foster an environment where external funding can be brought into the authority, both directly and indirectly, to enhance services and to generate income where this is an achievable goal.

The Business Plan for Leisure Services outlines how the Council, and it's partners, propose to use their financial resources for the benefit of sport, arts and leisure and the wider community in the best possible way. It will enable the authority to direct its own provision and play an appropriate part in facilitating leisure services to the benefit of all residents.

I commend the Plan to you.

Introduction

Our Service

What we do and provide

Culture and leisure, have long been recognised as an important part of modern life and bring to the District opportunities for employment, health benefits and a range of community benefits to groups and individuals. Our work in leisure also supports the work we do with partners in the areas of health, crime, young and older people. We currently provide the following services and opportunities:-

Arts Development

The arts development service is based at the Council House but is active around the District. The service consists of an Arts Development Officer whose purpose is to co-ordinate, promote and provide safe, enjoyable and appropriate arts related experiences mainly young people, but with an intention to expand this to meet the artistic needs of the whole population, in conjunction with partners including, the Worcestershire Arts Forum, Artrix and local schools. A huge amount of work has been undertaken, including the popular street theatre event each summer, bandstand program and activity workshops for young people.

The Council has recently agreed a new Arts Strategy for consultation purposes and once the strategy has been formally adopted it is anticipated that it will provide better focus and accountability for the arts development service and that the enthusiastic delivery of the strategy will result in improved opportunities both for the community to reach their potential and for organisations to deliver a wider range of arts activities to a wider range of the population.

Community Development:

Provision of professional support to the Catshill 20:20 Group related to the delivery of their priorities. Liaison with Parish Councils related to the spending of Section 106 moneys and the maintenance and provision of playing pitches, open space and children's play facilities. Partnership work with Community Safety Partnership, youth service and other appropriate partners/agencies to provide diversionary activities for young people

Events

Leisure Services are involved in the promotion, organisation or support of a number of special events including: -

Bonfire and Firework Display –Held in Sanders Park and attracts some 20,000 people from every walk of life with considerable media coverage.

Christmas Lights Switch On – These events in Bromsgrove and Rubery incorporate arts development and community involvement, and have proved a big hit with local residents; they also aid the business community, by starting the local run up to Christmas.

<u>Race for Life in partnership with Cancer Research U.K</u>. A 5k fun run or walk around commencing in Sanders park around Bromsgrove Town Centre, for women, with the aim of raising money for Cancer Research U.K.

<u>Street Theatre Festival</u> – In its 10th year, this popular event attracts about 2,000 people per day, and runs every Wednesday throughout August.   The event is currently sponsored by Asda and plays an important role in tourism and economic development by attracting people from a wide area into Bromsgrove

<u>Worcestershire Youth Games</u> – The sports development team organise and manage the district's teams in a huge one day event held at Nunnery Wood Sports Centre in Worcester. This years event will took place on Sunday 22 May and Bromsgrove teams were successful in winning 4 events and coming second in 3.

Museum and Tourist Information Centre

Situated in the town centre the Museum and TIC provide a service to both visitors and local residents. During 2004 the TIC underwent a face lift to make its services more attractive to users which has been well received the service continues to promote Bromsgrove to the wider world and is responsible for the production of various documents including; the Where to Stay Guide and the Bromsgrove Guide.

The number of school visits and groups to the Museum has also increased since January, and due to a specific schools direct marketing campaign. In May the Museum is promoting a Bromsgrove War Exhibition as part of the celebrations of the 60th Anniversary of the end of World War 2 which is supported by the BBC and the Regional Museums, Library and Archives Association.

Parks and Open Spaces

The facilities and sites managed by Leisure Services as outlined below contribute to the overall objectives of the Council, in terms of providing active and passive leisure opportunities, enhancing physical and mental health, improving lifestyle and community space, reducing crime and disorder.

Green open spaces perform a variety of roles – informal recreation, children's play space, amenity use, providing peace and solitude, conservation, breaks in the urban form, making a substantial contribution to the environment and quality of life of residents. They are an essential part of the urban heritage, a strong element in the architectural and aesthetic form of a town, play an important educational role, are ecologically significant, important for social interaction and fostering community development and are supportive of the Council objectives.

A key factor in planning for open space is that there should be access for all sections of the population; the young, old and disadvantaged. The range of provision and facilities should aim to meet the needs of all sectors of the community. A good quality of experience of public open space should not be limited to those living near to good parks, or able to drive to them.

Public open space also has an important role to play in helping to achieve increased biodiversity in urban areas in improving the community's access to and contact with wildlife by enhancing the extent of habitat in each neighbourhood. The Bromsgrove District Biodiversity Action Programme emphasises the very important role that urban wildlife habitat has to play in nature conservation. In addition a recreational site with a rich wildlife setting significantly enhances the benefits and pleasures gained from

walking the dog, meeting friends or playing games. Social benefits can also be increased by stimulating a community spirit and sense of responsibility.

A clear economic value lies in the fact that through the enhancements that green open spaces offer, they can assist the economic development or revival of an area, making it attractive both for business investment and residential development.

External partnerships are becoming increasingly important in the delivery of the service and currently include the DCMS/ODPM, Wildlife Trust, the Forestry Commission, and the Countryside Service among others.

Facilities :   72 – Parks and open spaces
                     33 - Children's play areas
                     12 - football pitches
                      9 - Allotment sites, giving 456 plots
                      2 - Parks of special interest
                     10 - Conservation areas
                      2 - Country parks

Attached as Appendix 1 is a geographical break down of where the above facilities are located

Spadesbourne Suite

Opened in 1988 the Spadesbourne Suite is a multi-purpose venue which attracts Commercial, Community and Private users. It comprises of a large auditorium, stage and balcony, attractive conservatory and catering facilities.

For the community and older groups the venue provides a familiar locality, a comfortable and affordable room with good accessibility. For dancing and exercise groups the venue with its excellent sprung dance floor provides the perfect base for many local dance and exercise groups including Phoenix Dance Club, Feel The Rhythm Salsa Classes, Tea Dances and New College Keep Fit and Dance Exercise classes.

The flexibility and larger capacity of this venue makes it the ideal choice for conferences, private parties and weddings.

Sports Development

The sports development service is based at the Council House but is active around the District. The service consists of a Sports Development Manager, Sports Development Officer, two Sports Development assistants, two Community Sports Development Workers and a team of part time Sports Coaches. The purpose of the service is to co-ordinate, promote and provide safe, enjoyable and appropriate sporting experiences for mainly young people, but with an intention to expand this to meet the sporting needs of the whole population, in conjunction with partners including the Worcestershire All Sports Partnership who are based in Worcester, but are instrumental in coordinating the delivery of sporting activity across the county. Service delivery includes the Primary Sport Project, Out of School Hours Learning Centre, Active Sports, Local Public Service Agreement, FANS/FACS Scheme, Active Adults and disability development activities, and holiday activities.

Sports Services

<u>Dolphin Centre</u>

The facility consists of a main 25yd swimming pool, a teaching pool, a 4 court sports hall, a fitness suite consisting of 32 stations, a viewing area, 'village' changing area, function rooms. There is adjacent car parking with ca 200 spaces, 9 disabled spaces and 5 bike racks. The Centre has in the last year been refurbished to provide a new reception area and changing facilities to improve the accessibility of the building to all users. Phase 2 of the refurbishment project will improve and enhance the health and fitness facilities as well as providing crèche facilities and a 'messy' arts facility. The cost of the refurbishment and associated works to date is of the order of £1 million. As part of the refurbishment project the Council took the opportunity to develop its Customer Service Centre on the site in partnership with the County Council.

Swimming **–** The Centre runs an exceptionally successful programme of swimming lessons, catering for over 800 participants per week. There are programmed opportunities for lane and casual swimming and inflatable sessions for youngsters. The pool is also home to Bromsgrove Swimming Club.

Clubs **–** The Centre is host to a variety of clubs, including, ju-jitsu, karate, trampolining, badminton, and sub aqua. Over the last year the Centre has developed its range of activities, according to public demand, and now offers, a Saturday activity session for youngsters, and a full range of sports and arts activities throughout every school holiday, through Activzone. The Centre continues to be a foundation for the people of Bromsgrove, offering a chance to everyone to play and do activities without the need to subscribe or join.

<u>Haybridge Sports Centre</u>

The facility consists of a four-court sports hall, fitness suite consisting of 24 stations, two squash courts, gymnasium, and large reception/vending area. There is ample parking and additional designated disabled spaces.

Youth development programme **-** The Centre runs an exceptionally successful youth development programme designed to offer structured coaching opportunities to young people and provide sporting pathways into local clubs.

Inclusive Fitness Initiative **–** The Centre became one of the national pilot schemes aimed at providing specialist fitness equipment, facilities and opportunities for people with disabilities in July 2002 and works closely with English Federation of Disabled Sport to actively market and promote the facilities. As part of the project staff at the centre have attended disability awareness courses to further improve and develop their skills and understanding.

Clubs **–** The Centre is host to a variety of clubs including, badminton, karate, basketball, netball, cricket and football.

Other activities taking place at the Centre include, a comprehensive holiday activity programme, keep fit sessions, fitness assessments, Saturday morning club, internal squash league and recreational activities.

<u>Woodrush Sports Centre</u>

The Centre consists of an all weather pitch, a four court sports hall, a gymnasium, outdoor grass football pitches, five tennis courts, outdoor cricket nets, changing areas and a large car park with 70 spaces, and 4 disabled spaces.

Despite the poor condition of the building the Centre has developed a wide programme, based upon community need, and runs numerous sessions for youngsters, including trampolining, football and basketball. Children's birthday party packages are very popular, as are adult activities, which include boxercise, tai chi and aerobics.

Local football and hockey clubs and teams fill the all weather area, while the sports hall hosts clubs in netball, badminton, football, and cricket.

Who do we provide a service to

Our services are available to all local residents, businesses, and visitors to Bromsgrove.

Our Year

Each year brings its challenges and this year the Department and the Council face the tough challenges of seeking to address in a timely manner the overall problem of poor performance, resource concerns and corporate management issues.

Of considerable importance to the Department is the need to build upon the success of the last year and to look at ways of improving the quality of the services we provide in line with the Council's Corporate objectives and the requirements of our customers.

This year, service areas of particular importance will include:-

➢ Working with partners to address and meet the requirements of the Children's Act 2004.

➢ Working with partners to sustain and build upon the range and quality of cultural and leisure facilities and opportunities available across the district.

➢ Working with partners to sustain and build upon the range of diversionary activities available for young people.

➢ Working towards meeting the standards set by TAES (Towards an Excellent Service) - The Excellence Framework for Sport and Recreation Services.

Our Challenges for the Future

Whilst 2004/5 proved to be very challenging, due to a strong focus on the delivery of a number of key capital projects including the Arts Centre (Artrix), the Dolphin Centre Refurbishment, the Customer Service Centre and the 'Liveability Fund' works coupled with the loss of key staff who had either obtained promotion or pursued new career opportunities, staff have risen to the challenges set and have assisted in the preparation of this Business Plan.

Important service challenges for the future will include:-

➢ Working with the preferred PFI Schools Developer to ensure that any additional community provision built as part of the redevelopment of the local schools complements and/or improves existing provision. This may bring up issues associated with the management of the new and existing facilities.

➢ Addressing the requirements of the Children's Act 2004.

➢ Completion of phase 2 of the Dolphin Centre refurbishment.

➢ The delivery of the 'Liveability fund' projects in our parks and open spaces in accordance with the programme.

➢ Working with Members, Parish Councils and other partners to determine how best to utilise the Section 106 moneys available for children's play, open space and other associated recreational purposes.

➢ Investigating the setting up of a Charitable Trust for the management and operation of 'Leisure' facilities either independently or in conjunction with a 'partner'

➢ Consulting with local residents and partners on the provision of a new 'youth' facility based at Woodrush Sports Centre

➢ Assess and review the local performance indicators for the service to ensure they are meaningful and realistic.

➢ Developing a 5 year program of maintenance/improvements to all our facilities to ensure that they continue to meet the expectations of both existing and future customers and remain competitive and attractive.

➢ Finalise proposals for the introduction of a Leisure Pass scheme

➢ Responding to the recommendations of the Health & Leisure Scrutiny Committee Museum Task Group

➢ Working with partners in Worcestershire to determine the feasibility of setting up a Destination Management Partnership for the future delivery of Tourist and Visitor services across the county.

➢ Maximising the use of information technology to make services more efficient and accessible to our customers including the introduction of 'on-line' booking for our sports facilities by December 2005.

➢ Improving our customer consultation processes, so that they are better able to inform future service delivery of all sections of the department.

Our biggest challenge however, will arise from seeking to improve service quality and accessibility. We are keen to take on this challenge, and in particular, will be looking to explore and develop the concept of shared services with partner organisations.

Improving working relationships and engaging effectively across all areas of the Council is very important to us and we need feedback to help us to do this. We would be grateful to receive your comments regarding our plans for the future and a feedback form is included at the back of this document for you to use.

Council Values and Priorities

Service Mission Statement

"To provide good quality leisure opportunities which are available to everyone."

This was set through staff, public and stakeholder consultation in 2002.

Service Aims

Participation - to promote greater participation in leisure and encourage people to improve their skills and achieve their potential. To ensure that all people have access to take part in their chosen activity.

Service Delivery - to deliver the service in a co-ordinated, cost effective and responsive way which enables the service to achieve 'top quartile' status. To provide facilities, activities and services that are sympathetic to the needs of the local community and users.

Equality Issues - to provide equality of access by:

a) breaking down barriers and ensuring all potential users enjoy equal access to the Council's services
b) aiding the development of strong, independent, self-sufficient communities

External Links - to establish and sustain partnerships, which benefit leisure and recreation participants in Bromsgrove District, the region and beyond.

Raising the Profile - to promote Bromsgrove and its leisure services to everyone who lives, works, visits or attends school or college in the district.

Set in consultation with staff, stakeholders and public 2002.

Professional & National Standards

In particular, we will work towards meeting the standards set by:-

1. TAES (Towards an Excellent Service) - The Excellence Framework for Sport and Recreation Services and/or

2. 'Quest' for Sport & Recreation Management

3. CPA Cultural Services assessments

4. Council Policies and Procedures.

Areas of Focus

The six Council objectives are:	In 2005/06 we will:
➢ To provide a clean, safe, attractive environment	➢ We will ensure that our facilities are clean and attractive. ➢ We will work with partners to provide diversionary activities for young people. ➢ We will work with partners to help improve the quality of the Bromsgrove Street Scene.
➢ To protect and improve our environment and promote sustainable communities.	➢ We will work with partners and the local community to improve the quality of our parks and open spaces ➢ We will work with partners and our local communities to ensure that there is an adequate supply of community facilities and opportunities across the district that complement each other. ➢ We will consult with our local communities to determine their needs and best to deliver them. ➢ We will ensure that the facilities provided by Leisure Services are cost effective and provide 'good value for money'
➢ To develop a caring, socially aware society	➢ We will aim to provide services which are customer focused, readily accessible, and meet statutory set standards and best practice requirements.
➢ To provide sustainable culture and leisure opportunities.	➢ We will ensure that there is a suitable mix of cultural and leisure facilities and opportunities that are accessible to all sections of the community including the Arts Centre, sports facilities and opportunities, play areas, open spaces and facilities for young people.
➢ To be an efficient and effective Council .	➢ We will aim to provide services which are customer focused, readily accessible, and meet statutory set standards and best practice requirements ➢ We will work towards meeting the standards set by:- • TAES (Towards an Excellent Service) - The Excellence Framework for Sport and Recreation Services and/or

	• 'Quest' for Sport & Recreation Management • CPA Cultural Services assessments ➢ We will work at all times in accordance with corporate standards and procedures.
➢ To develop and sustain a strong and expanding economy.	➢ We will work with partners to promote the district as a venue for holding events, seminars etc., linked to the achievement of this objective. ➢ We will work with partners to help develop and sustain the facilities and opportunities essential to attracting new businesses to the district, e.g. cultural and sports opportunities, quality parks and open spaces and a range of special events.

Recovery Plan Issues

The Related Recovery Plan Themes are:	In 2005/06 we will:
➢ Performance and service improvement.	➢ Reinforce and improve the 'performance management culture' within the service. ➢ Develop, implement and monitor appropriate and realistic targets for the operation of the service. ➢ Work towards the achievement of an appropriate 'quality assurance scheme, for the service. ➢ Meet corporate and service specific, customer service standards. ➢ Strengthen customer focus and enhance service access arrangements.
➢ Financial Management	➢ Maintain strong financial management of budget and revenue streams. ➢ Develop a five year program of building and service improvements linked to financial performance.
➢ Organisational Development	➢ Continually look at alternative options for service delivery to ensure the effectiveness and efficiency of the services provided.

Business Framework

How Our Key Plans Fit Together

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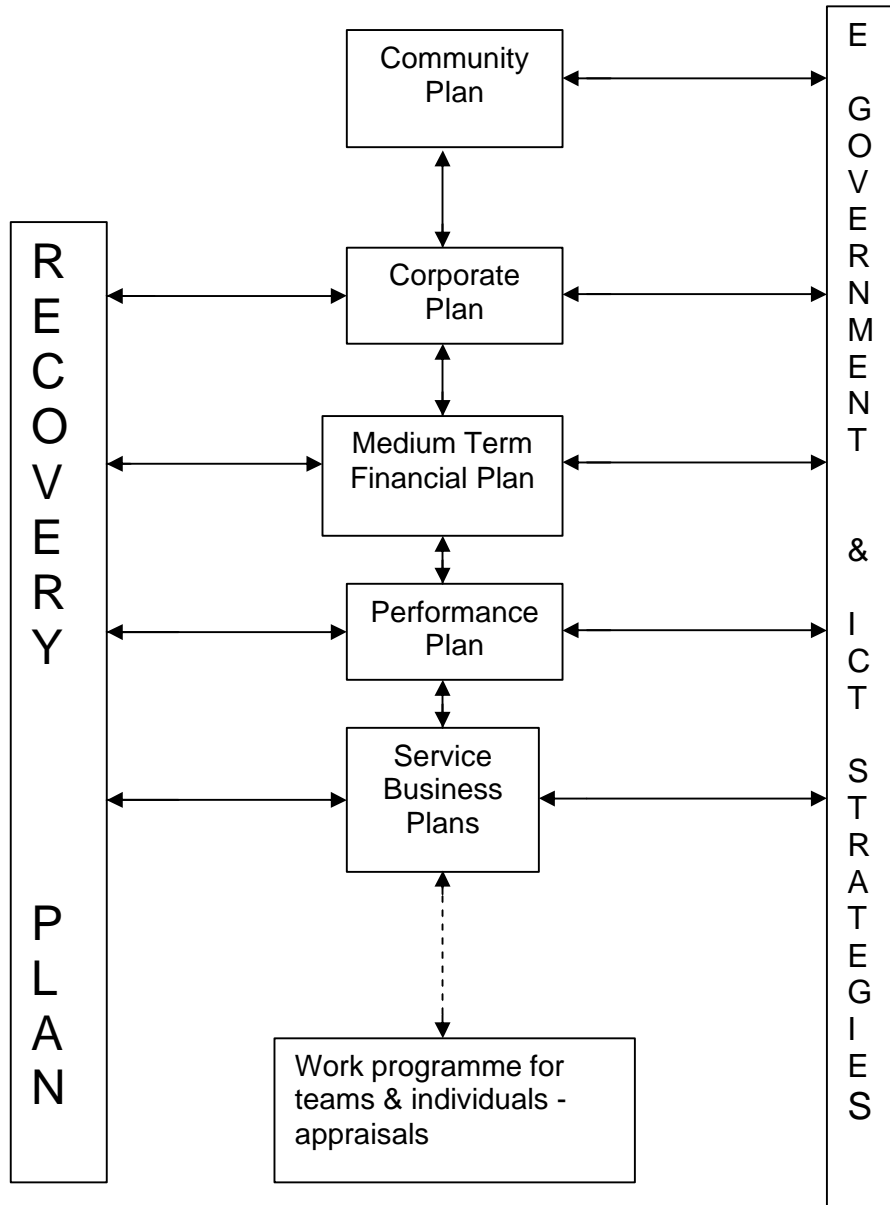
The framework provides a process for continued improvement.

Meeting Customer Needs

Our key aim is to provide an efficient and effective service accessible to all, which meets the needs and expectations of our customers.

In 2004/05 for the period 1st April 2004 to 31st March 2005	This year
We Have:	**We will:**
➢ Completed the construction and technical fit out of the new Arts Centre (Artrix).	➢ Gain approval for and complete phase 2 of the Dolphin Centre refurbishment.
➢ Completed the refurbishment of the Dolphin Centre.	➢ Deliver those elements of the 'Liveability fund' project in our parks and open spaces in accordance with the program.
➢ Completed the construction of the new Customer Service Centre at the Dolphin Centre	➢ Investigate the setting up of a Charitable Trust for the management and operation of 'Leisure' facilities either independently or in conjunction with a 'partner'
➢ Consulted with local residents on the development of management plans for Sanders Park and St Chad's Park linked to the delivery of the 'Liveability Fund' works	➢ Consult with local residents and partners on the provision of a new 'youth' facility based at Woodrush Sports Centre and then deliver it.
➢ Received National recognition for the work carried on promoting and delivering diversionary activities for young people.	➢ Continue to develop existing partnerships with WASP, Local PCT, Walking, Active Communities, Community Safety, local sports facilities and others to develop the Sports Development service
➢ We revised and updated 'Putting Children First' – Leisure Services Child Protection Policy.	
➢ Sports Development brought in over £120,000 in external grant aid including the development of additional holiday activity schemes, and a Community Development worker post based at Rubery Leisure Centre	➢ Work with Community Safety to increase the number of diversionary activities available for young people through partnership working and shared resources
➢ Haybridge Sports Centre obtained 'Quest' Quality accreditation	➢ We will work towards achieving TAES (Towards an Excellent Service) - The Excellence Framework for Sport and Recreation Services and the revalidation of 'Quest' for Sport & Recreation Management at the Dolphin Centre.
➢ Delivered a successful school holiday activity program for young people	
➢ Delivered a successful bandstand program with the help of sponsorship from Regal Garages.	➢ Assess and review the local performance indicators for the service to ensure they are meaningful and realistic.
➢ Delivered a successful program of events including; bonfire & firework display, Street Theatre, Xmas Lights switch on, Women's Festival fashion Show	➢ Develop a 5 year program of maintenance/improvements to all our facilities to ensure that they continue to meet the expectations of both existing and future customers and remain competitive and attractive.
➢ Overall, kept expenditure within agreed budget limits.	➢ Work with volunteers within the local

➢ Conducted training and development appraisals for staff, to ensure performance was properly assessed, and to enable compensating action to be taken to secure service delivery improvements.	community including a) Millennium Volunteers, b) Community and Higher Sports Leaders, c) Duke of Edinburgh Award Scheme, d) Teachers, e) Adults other than teachers to improve the quality and level of cultural and sporting provision available within the district ➢ Finalise proposals for the introduction of a Leisure Pass scheme ➢ Respond to the recommendations of the Health & Leisure Scrutiny Committee Museum Task Group ➢ Maximise the use of information technology to make services more efficient and accessible to our customers including the introduction of 'on-line' booking for our sports facilities by December 2005. ➢ Improve our customer consultation processes, so that they are better able to inform future service delivery of all sections of the department ➢ Conduct training and development appraisals for staff to ensure performance is properly assessed, and to enable compensating action to be taken to secure service delivery improvements.

Working Together

- **External Partnership arrangements**

- **Learning from and sharing with other service providers, agencies, businesses and the community**

In 2004/05 we have:	This year we will:
➢ Worked closely with Community Safety to provide a range of diversionary activities for young people across the district	➢ Work with partners to address the requirements of the Children's Act 2004.
➢ Worked closely with the Artrix Trust regarding the development and future operation of the new Arts Centre.	➢ Work with Parish Councils and other partners to determine how best to utilise the Section 106 moneys available for open space and associated recreational purposes.
➢ Worked with the Worcestershire All Sports Partnership to develop and implement a strategic and coordinated approach to Sports Development across Worcestershire.	➢ Work with the Bromsgrove and Redditch Primary Care Trust Physical Activity Implementation Group to promote the benefits of physical activity within education
➢ Worked with the Worcestershire Arts Forum to develop a strategic and coordinated approach to Arts Development across Worcestershire.	➢ Work with the preferred Bromsgrove PFI Schools Developer to ensure that any additional community provision to be built as part of the redevelopment of local schools complements and/or improves existing provision. This may bring up issues associated with the management of the new and existing facilities
➢ Worked in partnership with other local authorities in Worcestershire related to the delivery of the 'Liveability Fund'	
➢ Various members of staff are involved with a range of external organisations as a means of keeping up to date with industry best practice including; Chief Cultural and Leisure Officers Association at national and regional level, Regional Parks Forum, Institute of Sport and Recreation Management and the Association of Performance Service Excellence.	➢ Work with partners in Worcestershire to determine the feasibility of setting up a Destination Management Partnership for the future delivery of Tourist and Visitor services across the county
	➢ Continue to work with other local authorities, in particular our neighbouring ones in Worcestershire, to identify and promote best practice and value for money, customer focused, service provision.
➢ Worked with our other local authorities, in particular our neighbouring ones in Worcestershire, to identify and promote best practice and value for money, customer focused, service provision.	➢ Continue to work with our existing partners

Our Performance

Detailed below is a summary of our performance against nationally set performance indicators for 2004/5, and our targets for 2005/6. Attached as Appendix 2 are our proposed local performance indicators and targets for 2005/6.

However during the course of 2005/6 we will assess and review our local performance indicators to ensure they are meaningful, realistic and meet the future needs of the Cultural element of the CPA inspection regime.

CPA Indicators

The list below is the latest indication of what is likely to be required in relation to the Cultural element of the CPA performance assessment with effect from 2006. During the course of the year as more information and advice becomes available appropriate monitoring and recording systems will be developed related to these indicators.

> **Indicator 1** – Adult physical activity levels
>   Physically active of at least 5 times a week of 30 minutes duration to at least moderate intensity
> **Indicator 2** – Adult levels of participation in sport and active recreation
>   Participating in sport and active recreation on at least three occasions a week for 30 minutes duration and for at least a moderate levels of intensity
> **Indicator 3** – Sport related volunteering
>   The percentage of the population volunteering in sport and physical activity for a least one hour a week
> **Indicator 4 -** % of population in urban areas that are within 20 minutes walk of a range of different sports facilities types, of which two are quality assured.
> **Indicator 5 -** % of population in rural areas that are within 20 minutes drive of a range of different sports facilities types, of which two are quality assured
> **Indicator 6 -** Percentage of visits from social classes DE compared with the percentage catchment population in social classes DE
> **Indicator 7 -** Percentage of all visits from 11-19 years compared with the percentage catchment population in same age group
> **Indicator 8 -** Percentage of all visits from black, Asian and other ethnic groups compared with the percentage catchment population in same ethnic groups
> **Indicator 9 -** Percentage of all visits from 60+ years compared with the percentage catchment population in same age group
> **Indicator 10 -** Percentage of all visits made by disabled aged <60 years
> **Indicator 11 -** Subsidy per visit (£)
> **Indicator 12 -** Annual visits per square metre (visits/sq.m)
> **Indicator 13 -** Overall satisfaction measure (Mean score 1-5)

Our future performance will be recorded and analysed through the use of the Council's corporate performance management system, and monitoring reports will be submitted to Members on a quarterly basis.

Poor performance can thus be readily identified and acted upon.

In 2004/05 we have:	**This year by April 2006 we will aim to:**
National Performance Indicators:	
Bromsgrove Museum	Bromsgrove Museum
➢ BV170a – No of visits to/usages per 1000 population – **24.32** (Target – 25) ➢ BV170b – No of those visits in person per 1000 population – **23.08** (Target 24) ➢ BV170c – No of pupils visiting museums and galleries in school groups – **588** (Target 750)	➢ BV170a – No of visits to/usages per 1000 population – **28** ➢ BV170b – No of those visits in person per 1000 population – **26** ➢ BV170c – No of pupils visiting museums and galleries in school groups – **800**
Sports Services	See attached Appendix 2 for the proposed performance indicators and targets for 2005/6.
➢ See attached as Appendix 2 the latest Association of Performance Service Excellence (APSE) results for 2003/4, which demonstrate that the Dolphin Centre and Woodrush Sports Centre are operating within or very close to top quartile status with Haybridge sports Centre operating at above average.	

Our performance is recorded and analysed through the use of the Council's corporate, computerised performance management system, and monitoring reports are submitted to Members on a quarterly basis.

Poor performance can thus be readily identified and acted upon.

Areas where we didn't achieve
National Indicators:

➢ The achievement of top quartile status for a small local museum such as the Bromsgrove Museum is impossible as we are competing with the large National and Regional Museums, but nonetheless we will continue to seek ways to drive up attendances within the resources available.

What we are doing about it

➢ We are looking to develop and increase the number of temporary exhibitions that take place at the Museum and improve the liaison we have with local schools and colleges.

Anything key or special that we learnt? Significant or unexpected learning.

➢ The need to set service performance targets which are not overly ambitious, and therefore take better account of available resources.

➢ To substantially improve project management skills and plans, so as to avoid over-stretching finite resources and creating unacceptable risks of service failure.

Resources

• **Financial**

2004/5 Original budget	2004/05 Estimated net spend	2005/06 Projected net spend
1,436,900	1,436,900	1,297,770

The costs and establishment for 2005/06 are set out below:

Expenditure / Income	Cost	Notes
Employee costs	1,257,172	Employ 32 FTE staff
Premise costs	374,439	
Transport costs	20,377	
Supplies and Services	523,759	
Contract Services	82,502	
Transfer Payments		
Support Service Costs		
Capital Costs	310,000	
Total Expenditure	**2,568,249**	
Income	-1,270,479	
Net Expenditure	**1,297,770**	

Details of any key efficiencies achieved:-

- Economy of scale savings achieved by negotiating the Dolphin Centre refurbishment with the Arts Centre Contractor and agreeing a Guaranteed Maximum Price for the work.
- Economy of scale savings associated with constructing the Customer Service Centre on the Dolphin Centre Site and agreeing a Guaranteed Maximum Price for the construction work.
- Decision taken not to replace the posts of Marketing, Tourism & Business Development Manager and the Sports Development Managers posts pending the corporate restructuring.
- The replacement of the Heat and Power Unit at the Dolphin Centre will ensure that the centre energy requirements are met in the most cost

> effective way which it is estimated reduce energy costs by ca £40,000 per annum over conventional heating methods.
> - Reduced operational budgets for 2005/6 by approximately £120,000.

Details of external funding achieved

- Achievement of £46,000 towards children's community sports activity programmes.
- Provision of £546,000 (Amend to include amount received in current year) of Livability funding to improve Sanders Park, St Chad's Park and allotment sites.
- £5,000 Sponsorship of the Street Theatre programme.
- £1,500 Sponsorship of the Bandstand programme.
- Partnership working with the Worcestershire All Sports Programme resulted in approximately £50,000 of Sport England funding being allocated to the district.

Portfolio Holder details:

Councillor June Griffiths, who is responsible for Leisure Services. Tel. no. 01527-62018.

- ## **Staffing**

Name	Brief Details of Duties	Room No	Tel Ext	E mail address
Robbie Hazlehurst Head of Service	Overall Service Management	168	881292	r.hazlehurst@bromsgrove.gov.uk
Rob Heard Parks & Recreation Development Manager	Parks & Recreation Management	164	881382	r.heard@bromsgrove.gov.uk
Sarah Breen Parks & Recreation Officer (Currently on Maternity Leave)	Parks & Recreation management	164	881611	s.breen@bromsgrove.gov.uk
Huw Moseley Arts Development Officer	Arts Development	170	881381	h.moseley@bromsgrove.gov.uk
Vacant Marketing, Tourism & Business Manager	Marketing, Tourism & Business support	170	881379	@bromsgrove.gov.uk
Jan Woolley Marketing & Promotions Officer	Management of Spadesbourne Suite & Marketing support	170	881378	j.woolley@bromsgrove.gov.uk
Julie Heyes Marketing Officer	Departmental Marketing & Publicity	170	881377	j.heyes@bromsgrove.gov.uk
Karen Spry Museum Curator (WCC)	Museum Curator	Museum	577983	k.spry@bromsgrove.gov.uk
Lilyana Webster TIC Assistant	Operation of TIC	TIC	831809	l.webster@bromsgrove.gov.uk
Sarah Davies TIC Assistant	Operation of TIC	TIC	831809	s.davies@bromsgrove.gov.uk
Vacant Sports Development Manager	Sports Development	171	881315	
Gareth McComb Sports Development Officer	Sports Development	171	881651	g.mccomb@bromsgrove.gov.uk
Vacant Sports Development Assistant	Sports Development	171	881316	
Jon Millar Sports Development Asst.	Sports Development	171	881352	@bromsgrove.gov.uk
Sarah Crane Community Activator	Sports Development	170	881377	s.crane@bromsgrove.gov.uk

Susan Lisle Admin Officer	Admin support to department	164	881380	s.lisle@bromsgrove.gov.uk
Jackie Boreham Admin Assistant	Admin support to department	164	881493	j.boreham@bromsgrove.gov.uk
Vacant Admin Assistant	Admin support to department	164	881496	
John Godwin General Manager Sports Services	Management of Dolphin Centre, Haybridge & Woodrush Sports Centres	Dolphin Centre	881730	j.godwin@bromsgrove.gov.uk
Dan Steed Operations Manager Sports Services	Management of Dolphin Centre, Haybridge & Woodrush Sports Centres	Dolphin Centre	881727	d.steed@bromsgrove.gov.uk
Julie Smith Admin Officer Sports Services	Admin support to Dolphin Centre, Haybridge & Woodrush Sports Centres	Dolphin Centre	881723	j.smith@bromsgrove.gov.uk
Andy Deakin Duty Manager Haybridge Sports Centre	Operation of Haybridge Sports Centre	Haybridge Sports Centre	01562 882790	
Spencer Harris Duty Manager Haybridge Sports Centre	Operation of Haybridge Sports Centre	Haybridge Sports Centre	01562 882790	
Mark Loveday Duty Manager Woodrush Sports Centre	Operation of Woodrush Sports Centre	Woodrush Sports Centre	01564 822784	
Carly Nicholls Duty Manager Woodrush Sports Centre	Operation of Woodrush Sports Centre	Woodrush Sports Centre	01564 822784	

The Council is mindful that staff development is key to corporate improvement and will look to including this in its Corporate Plan and financial arrangements.

STRUCTURE FOR LEISURE SERVICES

```
                              Robbie Hazlehurst
                              Director of Leisure
                                   Services

                    Susan Lisle
                    Admin Officer

              Jackie Boreham        Vacant
              Admin Asst P/T         Admin Asst P/T
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John Godwin General Manager Sports Services	Rob Heard Parks & Recreation Development Manager	Vacant Marketing, Tourism & Business Development Manager	Vacant Sports Development Manager

John Godwin General Manager Sports Services
- Dan Stead Operations Manager
  - Dolphin Centre, Haybridge & Woodrush Sports Centres (See separate chart)

Rob Heard Parks & Recreation Development Manager
- Sarah Breen Parks & Recreation Officer
  - Play Area Minders
- Huw Moseley Arts Development Officer
  - Arts Workers
- Volunteer Walking Co-ordinator

Vacant Marketing, Tourism & Business Development Manager
- Karen Spry Curatorial Support County Museum
  - Lilyana Webster TIC Asst (p/t)
  - Sarah Davies TIC Asst (p/t)
  - Julie Heyes Marketing Officer P/T
  - Jan Woolley Marketing & Promotions Officer

Vacant Sports Development Manager
- Gareth McComb Sports Development Officer.
  - Vacant Asst Sports Dev Officer 25 hours pw
    - Sports Coaches
  - Jon Miller Asst Sports Dev Officer 25 hours pw
- Sarah Crane Active Communities Coordinator 20 hours pw
- Kathryn Turton Community Sports Development Worker 20 hours pw (Sidemoor, Catshill, Charford)
  - Kathryn Turton Community SDW 10 hours pw (Alvechurch and Wythall)
  - Jon Miller Community Sports Development Worker 10 hours pw (Stoke Prior)

Service Improvement Action Plan

A Service Improvement Plan has been produced, a summary of the key actions being shown in the following table.

Areas of Service Identified for Improvement

Key Problems/Issues	Actions to Address	Timescale
1. Management/staffing shortages caused by the recent resignation of key staff.	i) Review staffing structure in the light of the wider Council re-structuring. ii) Temporary or interim appointments to be made to ensure service delivery does not suffer	Complete by August 2005. Immediate action
2. Implement new performance indicators for all sections of the department	New indicators to be agreed and owned by staff	By July 2005.
3. Improve the efficiency and effectiveness of all staff	Develop and implement detailed work programs for all staff	By July 2005.
4. Improve the quality of service provision	i. Work towards the achievement of an appropriate 'quality assurance scheme ii. Identify staff training requirements and implement training program	i. By March 2006 ii. September 2005

To ensure that adequate progress is being made against key service improvement actions, quarterly monitoring and reporting to the Corporate Directors will take place.

Comments and feedback form

We would like your views on this booklet. Please detach this page and send it to:

The Audit & Policy Section
The Council House
Bromsgrove

1.   How helpful have your found this plan?

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2.   What did you particularly like about it?

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3.   What aspects can be improved? How?

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4.   Any other comments?

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Name
(Optional):…………………………………………………………………………..
Service:
…………………………………………………………………………………………

Appendix 1 – Geographical list of Parks and Open Spaces

Alvechurch

George Road Playing Field, Alvechurch (on lease to PC)
Swanslength Recreation, Alvechurch

Aston Fields/Finstall

Aston Fields Recreation Ground, Stoke Road
Newton Road allotments, Stoke Works, Aston Fields
Penmanor Playing Field, Finstall (on lease to PC)
Rigby Lane allotments
Stoke Road allotments

Bournheath

Bournheath Recreation Ground, Claypit Lane

Bromsgrove

Arundel Road Public Open Space (POS)
Bromsgrove Cemeteries (old and new)
Churchfields (aka The Meadows) (pitch on lease from WCC)
Crown Close Open Space.
Fordhouse Road POS
Forelands POS, Bredon Road
Hill Top POS, Sunningdale Road
Oakalls Open Space (in part)
St. Johns Church Grounds, Church Lane
Sanders Park
Stourbridge Road Allotments
The Recreation Ground, Market Street

Catshill and Marlbrook

Braces Lane Recreation, Marlbrook
Brackengrove Play Area, Catshill
Byron Way POS, Catshill
Chadcote Way (2 no. OS), Catshill
Christchurch closed churchyard grounds, Church Road, Catshill
Hazelton Road, Marlbrook
Marsh Way POS, Catshill
North Bromsgrove Cemetery, Barley Mow Lane
Round Hill Wood and allotments, Marlbrook
Shelley Close POS, Catshill
The Horsecourse POS, Lingfield Walk, Catshill

Charford

Charford Recreation Ground
Housman Close POS, Charford

Manor Court Road/Charford Road POS
Villiers Road POS (aka The Quarry), Charford

Fairfield/Clent

Pool Furlong allotments, Holy Cross
Pool Furlong Recreation Ground, Holy Cross, Clent (on lease to PC)
Stoneybridge allotments, Fairfield

Frankley

Boleyn Road
Cornwall Road
Holly Hill/Egg Hill Lane
Thurloe Crescent

Hagley

Kinver Road OS and play area
Meadowcroft (aka Hagley Sweetpool)

Lickey End

Foxglove Way POS/Play Area, Lickey End
Lickey End Recreation Ground, Alcester Road
Littleheath Lane POS, Lickey End

Rubery

Birch Road/Whettybridge Lane
Callowbrook P.O.S, Brook Road
New Inns Lane P.O.S, Rubery
Rubery Recreationground (St Chads), Leach Heath Lane

Sidemoor

Grayshott Close POS
King George V Playing Field, Sidemoor
Laurel Grove/Beech Road (aka Broad Street) POS
Lynden Close POS
New Road (former allotments & play area)
Pennine Road/Brecon Avenue, Bromsgrove
Silverdale Play Area
Upland Grove POS

Stoke Heath

Avoncroft Road POS
Counting House Way
Granary Road POS
Ploughmans Walk POS

Wythall

Beaudesert Road
Forest Way Play Area
Hollywood Lane, Wythall
May Farm Close Play Area
Mayhurst Close, Wythall
The Innage Open Space

Greens spaces subject to adoption

Lea Park Rise, Stourbridge Road
Long Meadow Road, Lickey End
More of the Oakalls site

Appendix 2 – Performance Indicators

Sports Services

APSE (Association of Pubic Service Excellence) Bench Marking:

The following table shows the latest APSE performance indicators for Sports Service which demonstrates their performance against other similar facilities in their family group and sets targets for 2005/06:

The Dolphin Centre (19)	Target – High/Low	03/04 Out Turn	TQM 03/04	04/05 Target	05/06 Target
PI 02a Net subsidy per head (excluding CEC) £	L	**0.32 (4)**	0.35	0.46	0.30
PI 03 - Operational recovery rate (excluding CEC) %	H	**78.69 (15)**	83.74	73.5	82.50
PI 07 - Staff cost per admission £	L	**0.99 (1)**	1.40	90.5	96.00
PI 04 - Customer spend per head £	H	1.17 (2)	2.43	1.50	1.30
PI 08 - Staff expenditure as % of income earned	N/A	85.05 (9)	N/A	53.5	80.50
PI 09 - Staff costs as % of total expenditure	N/A	**66.93 (16)**	N/A	75.25	0.65
PI 26 - Percentage staff absence %	L	**2.90 (5)**	2.61	2.5	2.5
PI 18 - Quality assurance & consultation	H	**134 (19)**	103	130	135
PI 06 - Subsidy per opening hour (excluding CEC) £	L	**26.62 (5)**	22.74	42.75	25.75
PI 29 - Usage per household in catchment area	H	2.55 (9)	5.74	2.50	2.625
PI 14 - Net cost per household in catchment area £	L	**0.80 (4)**	0.80	1.37	0.78
PI 13 – Net Cost per Head of Population (excluding CEC) £	L	1.63 (4)	0.70	N/A	1.55
PI - Net cost per visit £	L	TBC		0.66	0.66

Haybridge Sports Centre (23)	Target – High/Low	03/04 Out Turn	TQM 03/04	04/05 Target	05/06 Target
PI 02a Net subsidy per head (excluding CEC) £	L	1.15 (10)	0.27	0.76	1.10
PI 03 - Operational recovery rate (excluding CEC) %	H	69.90 (8)	87.09	0.79	72.0
PI 07 - Staff cost per admission £	L	2.53 (12)	1.01	1.99	2.45
PI 04 - Customer spend per head £	H	2.68 (13)	2.34	1.38	2.77
PI 08 - Staff expenditure as % of income earned	N/A	94.45 (8)	N/A	83.25	90.0
PI 09 - Staff costs as % of total expenditure	N/A	66.02 (10)	N/A	62.75	64.0
PI 26 - Percentage staff absence %	L	**0.98 (4)**	0.98	2.50	2.0
PI 18 - Quality assurance & consultation	H	55 (2) – Under Review	121	120	130
PI 06 - Subsidy per opening hour (excluding CEC) £	L	16.83 (7)	10.38	14.00	16.32
PI 29 - Usage per household in catchment area	H	0.69 (15)	1.34	0.51	0.72
PI 14 - Net cost per household in catchment area £	L	**0.26 (4)**	0..26	0.30	0.32
PI 13 – Net Cost per Head of Population (excluding CEC) £	L	**0.56 (3)**	0.18	N/A	53.50
PI - Net cost per visit £	L	TBC	TBC	0.71	0.71

Woodrush Sports Centre (23)	Target – High/Low	03/04 Out Turn	TQM 03/04	04/05 Target	05/06 Target
PI 02a Net subsidy per head (excluding CEC) £	L	**0.07 (2**)	0.27	20.75	0.10
PI 03 - Operational recovery rate (excluding CEC) %	H	88.58 (12)	87.09	85.75	89.0
PI 07 - Staff cost per admission £	L	**0.44 (1)**	1.01	0.99	0.45
PI 04 - Customer spend per head £	H	0.57 (1)	2.34	2.51	0.68
PI 08 - Staff expenditure as % of income earned	N/A	**77.72 (6)**	N/A	78.0	74.0
PI 09 - Staff costs as % of total expenditure	N/A	68.84 (11)	N/A	67.0	67.0
PI 26 - Percentage staff absence %	L	**0 (1)**	0.98	2.50	1.5
PI 18 - Quality assurance & consultation	H	**121 (18)**	121	120	123
PI 06 - Subsidy per opening hour (excluding CEC) £	L	**3.75 (2)**	10.38	4.40	3.65
PI 29 - Usage per household in catchment area	H	0.80 (13)	1.34	0.75	0.86
PI 14 - Net cost per household in catchment area £	L	**0.06 (2)**	0..26	0.15	0.05
PI 13 – Net Cost per Head of Population (excluding CEC) £	L	**0.12 (11)**	0.18	N/A	11.5
PI - Net cost per visit £	L	TBC	TBC	21.5	21.5

Figures in brackets next to the centre name indicates the number of similar facilities within the APSE grouping.

Figures in brackets in the 03/04 out turn box indicates positioning with the APSE grouping, figures in bold represent Top Quartile Mark (TQM) Performance.

In addition to the above indicators in 2005/6 Sports Services will introduce/refine a number local performance indicators for all elements of the Service including: -

Annual User Satisfaction Survey:

The annual user satisfaction survey's are conducted in October each year and are used to establish what resident think of the current service provided and their future aspiration for the provision. This information can then be used to develop the operation of the sites in accordance with local requirements and identify areas of poor performance. Improvement plans are then developed to meet these needs in a coordinated manner and used to show year on year progression against agreed targets.

Staff & Information:

No	Description	Target Satisfaction Level %
1	Friendliness of Staff	80
2	Helpfulness of Staff	80
3	Knowledge of Staff	75
4	Information Provided	75
5	Prices Clearly Displayed	75

Facility Presentation:

No	Description	Target Satisfaction Level %
1	Cleanliness of Changing rooms/Toilets	80
2	Temperature/quality of Pool Water	80
3	Disabled Access	80
4	Does it feel like a Safe Environment	90
5	Quality of Fitness/Gym Equipment	70
6	Quality of Equipment	70

Value for Money

No	Description	Target Satisfaction Level %
1	Rate your enjoyment of the activity	80
2	Rate your activities value for money	80
3	Catering/vending value for money	70

Annual user satisfaction surveys are based on the APSE user satisfaction survey. The target % is based on achieving an average, good or excellent rating to show satisfaction, leaving poor or very poor as unsatisfied.

Service Monitoring (Internal):

The following chart demonstrates the local monitoring conducted on an ongoing basis. This information is used to measure the effective and efficient delivery of services, monitor financial performance and establish usage patterns and address areas of poor performance promptly.

Description	Format/Contents	Frequency
Income Vs Expenditure Performance Report	Excel Spreadsheet. Monthly, Culmative and Forecast (12 month)	Monthly & Annually
Income Vs Expenditure - Graphs	Culmative graph for income, expenditure & Forecast for total budget position against profile and sub divide into reporting areas of spreadsheet.	Monthly & Annual
APSE - Income	Line Graph as per briefing notes.	Monthly & Annually
APSE - Usage	Line Graph as per briefing notes.	Monthly & Annually
Accident and Incident Review – Split report for both	Bar Chart of accidents and incidents showing location, nature of injuries and action taken. See Briefing notes.	Monthly & Annually
Customer Service Analysis	Table format and Bar Chart to show nature of complaints from letters, C&S forms and verbal feedback. See briefing notes.	Monthly & Annually
Telephone Monitoring (Currently Suspended)	As per BT used to shown number of calls received, missed and/or ring off's during hours of operation and close downs.	As & When
Telephone Monitoring	A bar chart to show the number of rings taken to answer the telephone at the individual centre. Bar chart to be a year at a time, monitoring to take place once per week at 9.30am (DC only term time), 4.15pm & 7.30pm. To include CSL function.	Fortnightly & Annually
Sickness Levels	Spread Sheet (Leisure Services) & Individual Culmative Bar Chart.	Monthly & Annually
Pool Water Test Analysis	Trend analysis of water tests in chart format (line) for pH, Free residual, combined and total CL2.	Weekly
Holiday Activities	Spreadsheet format showing usage, income, expenditure and profit margins.	Holiday Periods
Correspondence Monitoring	Monitoring the total number of letters received and the number of days taken to respond initially to the letter. Based on date of receipt.	Monthly and Annually
Mystery Customer	Independent Audit based on mystery customer visit and report.	Annually
Maintenance	Bar Chart to show nature of breakdowns/faults and duration of down time. Response times shown as per current info to include % completions info	Monthly
Maintenance - PPM	As per 12 – maintenance but to show number of planned jobs to be completed and completion/slippage rates.	Monthly/ Annually
Utility Monitoring	A4 table to show monthly consumption of Gas, Electricity, Water and Telephones year on year. To include a line chart (culmative) to show annual	Monthly

	usage against previous years, plus a control/target line to show annual reduction target.	
Training	Line Graph showing monthly and annual hours of training provided. Including a bar chart showing designation of training, see briefing notes.	Monthly and annually
Training	Individual training records to be shown as bar chart for all staff to show numbers of training hours attended and there designation based on ongoing training programme. To include NPLQ, 1st Aid, H&S, Operations, CPD & vocational training.	Monthly & Annually
Work Programme Completion Rates	An A4 summary sheet of paper (all Sites) that shows the number of tasks issued to all Management Team Members showing and their completion rate with in target as a %.	Monthly
Facility Inspections	Inspections conducted by Operations /General Manager in a standard format, with info summarise on an A4 chart to show weekly % score including yearly comparison.	Fortnightly
Re Sale Items	A monthly report from each site based on the number of resale items sold (item by item) and the income generated from there sale (total). Graphs should be bar chart format for items sold and line graph for income generated.	Monthly & Annually
Vending Income	A weekly report to show the income generated from a centres vending machine provision as a total and machine-by-machine. Weekly total income to be plotted as per a line chart, with the individual breakdown shown as a pie chart.	Monthly & Annually
Lockers	A graph plotting the % number of lockers available at the centres on a weekly basis (Wednesdays). Shown as a line graph.	Weekly & Monthly
Invoices	A chart to be produced that show the number of invoices received and the duration taken to pass the invoices in a % format for a month period. Timescales to be 7,14 and over 14 days. Timescales based on the speedy registration date and the date the completed invoices are returned to BDC.	Monthly
Air Temperatures	Annual line graph to show the temperature variations for each area of the facility that is monitored. Graph should show the acceptable tolerance for each area as a control. Results to be taken once weekly at a set time for example Wednesdays 6.00pm (at each site).	Weekly & Annually
Water Temperatures (DC)	As per Air Temperatures.	Weekly & Annually
Appraisals	Number of Full/Part time contracted employees who have appraisals and individual training programmes in place.	Annual
Training Programmes	Monthly report (table) showing number of training objectives completed against annual staff plans, as a percentage.	Monthly & Annually
Coaching/Instruction	Table format to show uptake levels for coaching/instruction course as a %. To show total number of places available, total number of places sold, & % uptake.	Following commencement of course

	Performance Indicator	Target 2005/6	Comments
Arts Development			
	Level of usage	60%	
	Number of Arts events	57	
	Number of attendances	17,640	
	Customer satisfaction for individual arts events	60%	
Parks and Open Spaces			
	Number of BDC playgrounds and play areas	30	
	Number of BDC football pitches available to the public	12	
	Area of BDC parks and green spaces	72 acres	
	Number of parks meeting the Green Flag Standard	1	2006/7
	Number of parks with management plans to meet the Green Flag criteria	2	
	% utilisation of allotments	80%	
	Total net spending per head of population on parks and open spaces	TBC	
Spadesbourne Suite			
	% usage of available space	TBC	
	Average net cost per booked hour	TBC	
	Average income per booked hour	TBC	
	% Customer satisfaction with the facility	TBC	
	% customer satisfaction with the service provided	TBC	
Sports Development			
	Level of usage on Sports courses	60%	
	Number of young people participating in diversionary activities	TBC	
	Number of teams competing in Youth Games	8	
	Satisfaction of service users for individual sports activities	60%	
	Net cost per service user	TBC	

Note: TBC – To be confirmed

The Annual Performance Plan 2005 - 2006 document is available to download from:-
http://www.bromsgrove.gov.uk/media/pdf/3/r/AnnualPerformancePlan2005-2006.pdf

BROMSGROVE DISTRICT COUNCIL

EXECUTIVE CABINET

22 June 2005

Annual Performance Plan

Responsible Portfolio Holder	Roger Hollingsworth
Responsible Head of Service	Corporate Director of Resources

1. SUMMARY

1.1   This report provides the 5th Annual Performance Plan for 2006-2006 and outlines how we have performed as a Council.

2. RECOMMENDATION

2.1   Members are asked to approve the report.

3. BACKGROUND

3.1 The Local Government Act 1999 requires all best value authorities to prepare an Annual Performance Plan and this is a key element of best value.

3.2 One of the fundamental issues in preparing a Performance Plans is to ensure that they meet the needs of the intended audience. Circular 03/2003 explained that the primary audience for the plan should be the authority itself [3]. Elected Members and officers with responsibility for delivering quality local services need to be aware of the authority's improvement priorities and how they will be addressed over the coming year. Not least because they can influence the improvement measures being introduced.

4.   Financial Implications

4.1   None

5.   Legal Implications

5.1 The Performance Plan is audited annually by the external auditor, KPMG, and the results are published.

6.   Corporate Governance

6.1   Good performance management requires the availability of accurate and timely performance data. This Council is committed to addressing the changes required to exhibit good corporate governance and therefore is committed to putting into place an effective and efficient performance management framework. This information is therefore essential and should be used appropriately, re-defining its content as change is identified and thus ensuring that it remains relevant and useful.

Background Papers

Community Plan
Corporate   Plan
Service Business Plans
Addendum to ODPM circular 03/2003 [Guidance on Performance Plans]

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BROMSGROVE DISTRICT COUNCIL

EXECUTIVE CABINET

22nd JUNE 2005

A FRAMEWORK FOR PERFORMANCE MANAGEMENT

Responsible Portfolio Holder	Councillor D. Norton
Responsible Head of Service	Interim Assistant Chief Executive

1.   SUMMARY

1.1   The purpose of the report is to set out a single framework for Business Planning and Performance Management within Bromsgrove District Council.

2.   RECOMMENDATIONS

2.1   It is recommended that:

(1)   proposal for undertaking Workshops to improve and embed Business Planning and Performance Management across the Council is approved;

(2)   Executive Cabinet agree to set clear priorities for the next three years so that these can drive the review of the medium term financial plan and the preparation of next years Service Business Plans;

(3)   the annual cycle and procedure for preparing Service Business Plans and the budget is modified to better reflect the linkages between service improvement and the allocation of resources;

(4)   consideration is given to setting up a Member Performance Management Scrutiny Board with overall responsibility for monitoring and driving performance, or that this function is delegated to an existing Scrutiny Board;

(5)   subject to Executive Cabinet's decision on recommendation (4), that the proposed Performance Management Framework for the Council is approved.

3.   BACKGROUND

3.1   The Council has already demonstrated a clear commitment to Business Planning and Performance Management and many of the key components are in place.

For example, Executive Cabinet is in the process of formally considering and approving Service Business Plans for 2005/6 covering all of the Council's service areas. Members receive regular reports on BVPIs and other indicators. A procedure for appraising the performance of individual members of staff is in place although it is felt to be in need of review and a new focus on measurement. Further, '*PerformancePlus*' - an IT application for performance management - is now accessible to all service areas.

3.2 The purpose of the proposals set out in this report is to bind these different components into a single framework in which individuals and teams at all levels of the organisation are clear on how they contribute to improving services, to meeting the requirements of the Recovery Plan and achieving the Council's wider objectives.

4. OVERVIEW

4.1 In order to succeed, we need a clear picture of how the Council ought to function when the new Performance Management Framework has been well established. What would Business Planning and performance management look like is like in say two years time?

(1) Service Business Plans are accepted as the basic operational planning tool of the Council. They are where everything comes together - the wider community and corporate objectives of the Council on the one hand and improving the quality of services on the other. In short, Service Business Plans are the means by which we as a Council ensure that all directorates and teams are pulling in the same direction. One major difference from the present, Service Business Plans will be more forward looking, covering a three year planning cycle rather than annual.

(2) Service Business Plans are an integral part of the formulation / review of the medium term financial plan. This is informed by Members clearly setting out what are and are not priorities. There is a single annual process and timetable for reviewing and updating Service Business Plans and the medium term financial plan.

(3) There is a single framework for monitoring, reporting and reviewing performance. This framework sets out roles, responsibilities and accountabilities that are clearly understood at all levels of the Council - from individual team member to Executive Cabinet.

(4) The underlying culture of the Council is changing. It is at ease with measuring and managing performance, learning from good practice within the organization and elsewhere, and working in Partnership.

5. BUSINESS PLANNING

5.1 What needs to be done to improve the effectiveness of Business Planning for the next financial year?

5.2   First, it is important to recognise that Managers and their Teams have put a great deal of effort into 2005/6 Service Business Plans, which have improved significantly in comparison with previous years.

5.3   Building on these foundations a series of Workshops is proposed over the next three months with the objective of ensuring that each Service Business Plan meets the following requirements:

(1)   identify all relevant strategic objectives, targets and deadlines as set out in the Community Plan, Corporate Plan, Recovery Plan and Best Value Performance Plan.

(2)   respond to the findings of Inspection and Audit Reports and Best Value Reviews;

(3)   make arrangements for working in purposeful partnerships and across departments where strategic objectives span individual Service Areas and external Partnerships;

(4)   ensure that each service team is involved in the Service Business Planning process and is clear on their objectives and targets and how performance will be monitored, reviewed and reported;

(5)   ensure that Action Plans clearly set out how objectives and targets will be met, by whom and when, and how services will be continually improved;

(6)   identify key budget implications - e.g. efficiency savings, income generation and how any additional expenditure will be met;

(7)   set out how corporate health objectives will be met - e.g. on equality, social cohesion and reducing crime and disorder;

(8)   ensure that the training and development needs of staff are identified as a result of business planning and staff appraisal;

(9)   identify key risks and how these will be mitigated;

(10)   identify how customers, clients and stakeholders will be involved and informed;

(11)   identify ways of speeding up change and improving in how the service interacts with customers and users.

5.4   The format for these Workshops will be to assist and support Managers and Service Teams in preparing 2006/7 Service Business Plans through providing external challenge, identifying blockages and barriers to service improvement, learning from best practice within the Council and elsewhere and ensuring a common corporate approach.

5.5   However, if Business Planning is to be embedded over the longer term and linked to the cycle for the review of the medium term financial plan, three other important and related developments will need to be completed before preparation of final drafts for 2006/7Service Business Plans:

(1)   Internal Organisational restructuring;

(2)   Executive Cabinet giving a clear steer on what are and are not priorities for the next three years;

(3)   Modifying the existing annual procedure and timetable for preparing Service Business Plan and the budget to better reflect the need to link Member priorities and service improvement to resource allocation (See Indicative Planning and Performance Management Annual Cycle in Appendix II).

6.0   PERFORMANCE MANAGEMENT

6.1   Put simply, performance management is about turning ambition into delivery. It is about measuring and monitoring actual performance and taking action to improve outcomes against the Council's stated objectives, whether at service, Directorate or Member level.

6.2   A great deal is already being done to measure, monitor and report performance within the Council. However, our arrangements are uneven, far from systematic and insufficiently focused on taking action to improve outcomes.

6.2   The Council's 'ambitions' are the objectives and targets set out in the Community Plan, Corporate Plan, Best Value Performance Plan, Service Business Plans and Individual Development Plans.   The inter-relationship between these and the medium term financial strategy is illustrated in the diagram attached in Appendix 1 - 'The Corporate Planning Framework' .

6.3   What is now needed is a more effective and systematic way of turning the Council's ambitions into delivery - i.e. better performance management. It is not purpose of this report to set out each and every step necessary to improve performance management and change the culture of the Council over the next eighteen months. The purpose here is to lay the foundations for improvement by setting out a single coherent Performance Management Framework in which:

(1)   individuals and teams at each level with the Council are clear on their objectives and targets, and that it is possible to discern what is sometimes referred to as a 'Golden thread' tracing how high level or strategic objectives link to the work programmes of front line staff;

(2)   there is a hierarchy of performance indicators and information with Members and Executive Management Team focused on the overall performance of the Council through to Managers and their Teams focused on improving the Council's many services;

(3)   there are clear roles, responsibilities and accountabilities with teams at each level understanding what is to be measured, monitored, reviewed and reported.

6.4   A diagram of the proposed Performance Management Framework is set out below:

Performance Management Framework

Bromsgrove Local Strategic Partnership	**Executive Cabinet**
COMMUNITY PLAN Quarterly Reports on Objectives relevant to the Council	CORPORATE AND STRATEGIC PLANS Quarterly Reports on strategic outcomes and key PIs

Member Performance Management Board

CORPORATE, STRATEGIC & SERVICE BUSINESS PLANS
Bi-monthly reports on strategic outcomes and key PI's for all Service Areas

Scrutiny Panels

Performance reports on specific services and issues

Executive Management Team

CORPORATE, STRATEGIC & SERVICE BUSINESS PLANS
Monthly reports on strategic outcomes and key PIs for all Service Areas

Directorate Management Teams

SERVICE BUSINESS PLANS
Monthly reports on Key PIs

Heads of Service

SERVICE BUSINESS PLANS
Monthly reports and review of Key PIs

Service Managers

TEAM ACTION PLANS
Monthly review of overall performance

Individual Staff

PERSONAL DEVELOPMENT PLANS
1-2-1 with Service Manager. Half yearly progress review

6.5 **Roles, Responsibilities and Accountabilities**

(1) Individual Members of Staff

Responsibility: Individual Work Plans developed through formal staff appraisal with agreed objectives and targets derived from Team Action Plans/Service Business Plans but also identifying training and development needs.

Role: Participate in the development of Action or Service Business Plans and in Team meetings to discuss, review and Improve performance.

Accountability: To Service Manager through 1-2-1s, team meetings and a half-yearly interview to review progress.

(2) Service Managers

Responsibility: The preparation and management of Team Action Plans with objectives derived from Service Business Plans and challenging targets aimed at achieving top quartile service performance.

Role: To lead and motivate teams, ensure that all members have objectives and targets, regularly discuss and review team performance at team meetings.

Accountability: To Head of Service through 1-2-1 meetings, meetings involving other Service Managers and monthly reports on overall service performance.

(3) Heads of Service

Responsibility: The preparation and management of Service Business Plans incorporating all relevant objectives from the Community Plan, Corporate Plan, Recovery Plan and Best Value Performance Plan along with setting challenging targets for achieving top quartile service performance.

Role: To lead, motivate and support Service Managers, ensure that Team Action Plans line up with Service Business Plans, challenge and review performance, promote partnership working and arrangements for tackling crosscutting issues.

Accountability: To Corporate Director through 1-2-1 meetings, Directorate Management Team meetings and monthly reports on key performance indicators.

(4) Executive Management Team

Responsibility Executive Management Team will be the new name for the Strategic Management Team once restructuring is complete. The Team will be responsible for the Council's contribution to the Community Plan, the Corporate Plan, Recovery Plan, Best Value Performance Plan and medium term financial plan. In addition, the Team will assist Members in setting clear priorities for, and managing the annual planning and performance management cycle.

Role: To monitor, review and challenge overall progress and performance by receiving monthly reports on corporate and strategic outcomes and key PIs for all Service Areas. In addition, to call in exception reports on unsatisfactory performance and consider proposals for improvement.

Accountability: To the Performance Management Board, Executive Cabinet and the Bromsgrove Local Strategic Partnership through monthly and quarterly performance and progress reports on strategic outcomes and progress and key PIs.

(5) Performance Management Board

Responsibility: It is proposed that this Board be charged with overall responsibility for monitoring progress and performance against the Councils strategic objectives and key Performance Indicators. If this proposal is accepted in principle, draft terms of reference and other details will be brought forward at the next meeting of Executive Cabinet.

Role: To review, challenge and drive overall progress and performance by considering bi-monthly reports as described above. In addition, to call in exception reports on unsatisfactory performance and consider proposals for improvement. (Given the urgency of the approaching Progress Assessment - or Mini CPA - it is suggest that the new Board meets monthly until October 2005.)

Accountability: To Executive Cabinet through quarterly reports on corporate and strategic outcomes, key PIs and proposals to rectify unsatisfactory performance.

(6)   **Executive Cabinet**

Responsibility: Overall responsibility for achieving the corporate and strategic objectives of the Council.

Role: To receive and consider quarterly reports on corporate and strategic outcomes and performance on key PIs.

Accountability: To full Council through annual reports on performance in respect of the Community Plan, Corporate Plan, Recovery Plan and Best Value Performance Plan. Executive Cabinet will also hold itself accountable to the Bromsgrove Local Strategic Partnership through quarterly reports on the Council's performance in achieving strategic outcomes for which it is either directly responsible or shares responsibility with other Partners.

(7)   **Scrutiny Panels**

Responsibility: Scrutiny Panels may call in performance reports relevant to their areas of responsibility and detailed reports on specific issues of concern.

Role: The role of Scrutiny Panels within the Performance Management Framework will be to examine in detail how performance in a specific area might be improved, unsatisfactory performance rectified or alternative approaches to providing a specific service.

Accountability: To the Performance Management Board and to Cabinet.

7.0 PROPOSALS

7.1   It is proposed that:

(1)   Workshops are conducted between June and July with the objective of improving Business Planning and Performance Management across the Council;

(2)   Executive Cabinet agree to set clear priorities for the next three years so that these can drive the review of the medium term financial plan and the preparation of next years Service Business Plans;

(3)   the annual cycle and procedure for preparing Service Business Plans and the budget is modified to better reflect the linkages between service improvement and the allocation of resources;

(4)   consideration is given to setting up a Member Performance Management Scrutiny Board with overall responsibility for monitoring and driving progress and performance, or that this function is delegated to an existing Scrutiny Board;

(5)   subject to Executive Cabinet's decision on recommendation (4), that the proposed Performance Management Framework for the Council is approved.

8.0 FINANCIAL IMPLICATIONS

8.1   There are no immediate financial implications other than the cost of undertaking officer workshops, which will be met from the Recovery Fund.

LEGAL IMPLICATIONS

None.

BACKGROUND PAPERS

None.

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The Corporate Planning Framework

RECOVERY

PLAN

Community Plan

Corporate Plan

Performance Plan

Medium Term Financial

Service Business Plan

Staff Development

Review Process

Individual staff performance targets
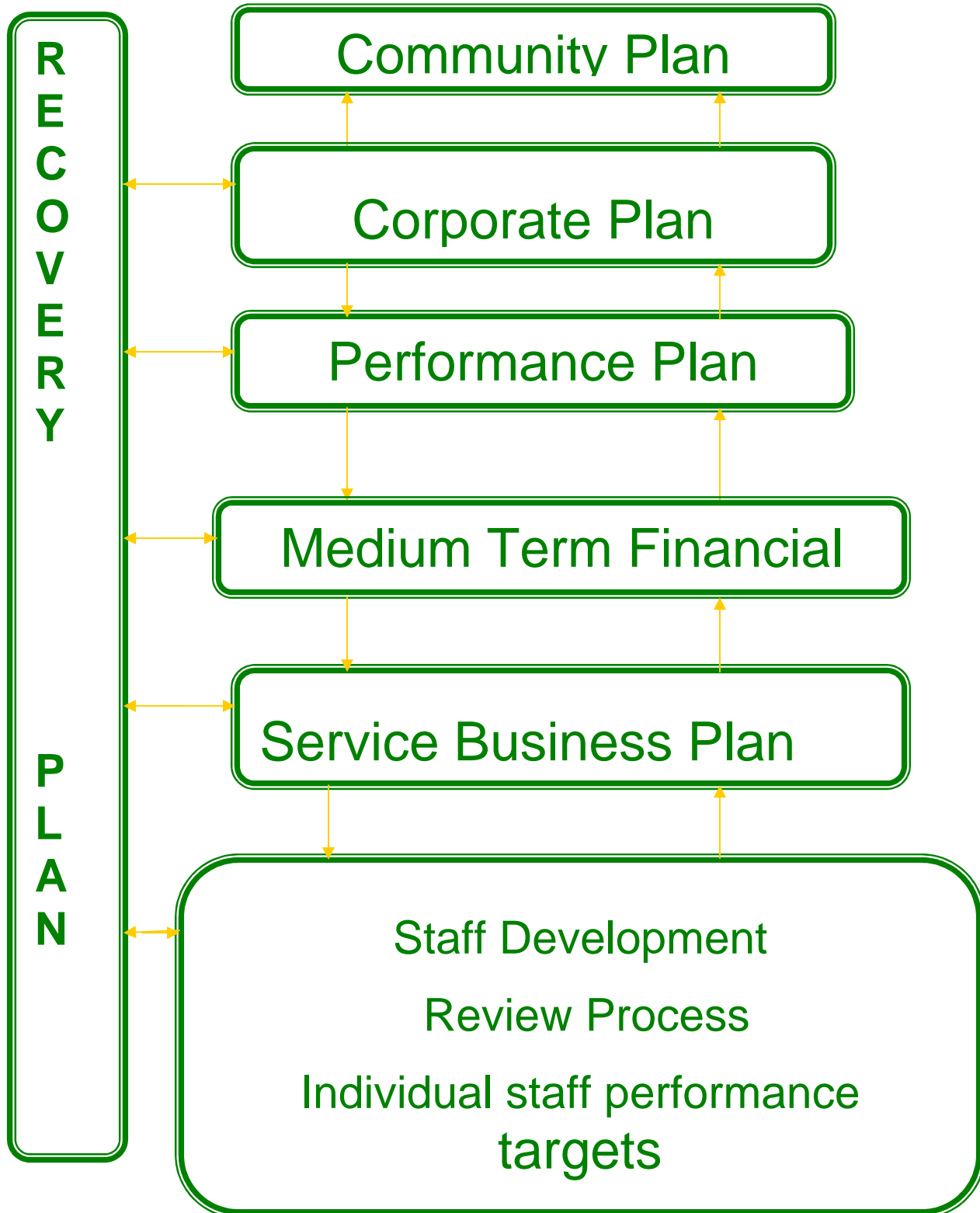
Indicative Annual Planning and Performance Management Cycle

- June
    - Statement of previous years accounts reported to full Council
    - Best Value Performance Plan published
    - All staff appraisals completed (including identification of development requirements)

- August
    - Member priorities (non-priorities) for next financial year
    - Review Corporate Plan
    - Budget timetable developed and agreed
    - Training on budget process

- September
    - Review current Service Business Plans
    - Begin budget preparation
    - Draft revised Corporate Plan
    - Mid year staff appraisal progress interviews

- October
    - Draft Service Business Plans for next financial year
    - Approval of the Capital Strategy and Asset Management Plan (note - these should be used as part of the budget preparation)

- November
    - Indicative grant settlement received
    - Base budget projections completed (including current and three future financial years)
    - Options for change to service provision based on Council's priorities, non-priorities and draft Service Business Plans

- December
    - Scrutiny of budget starts
    - Final accounts timetable agreed

- January
    – Final grant settlement received
    – Consultation on options for change starts (who and how will be part of a more detailed paper on the suggested budget process)
    – Preparatory work on final accounts commences
    – Service Business Plans finalised

- February
    – NNDR consultation
    – Consultation on options for change finishes
    – Executive Cabinet agree revenue and capital budgets and three year financial strategy
    – Service Business Plans approved by Members
    – Corporate Plan approved by Members
    – End of year staff appraisal and set new targets for next year

- March
    – Council set Council tax and agree revenue and capital budgets
    – Finalised Corporate Plan and Service Business Plans published

BROMSGROVE DISTRICT COUNCIL

EXECUTIVE CABINET

22nd JUNE 2005

PROCUREMENT

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

1. Summary

1.1. This report contains a summary of key activities and actions being undertaken with regards to procurement and to present the first draft of the Corporate Procurement Strategy and the first draft of the 'How to do Business with Bromsgrove' Selling to the Council Guide.

2. Recommendations

2.1. It is recommended that Executive Cabinet approve;

2.1.1. current and future activity;

2.1.2. the adoption the Draft Corporate Procurement Strategy;

2.1.3. the adoption the 'How to do Business with Bromsgrove' Selling to the Council Guide; and

2.1.4. in principle to changing the amount at which formal tenders are sought to £75,000 and ask the Standards Committee to consider this at the same time as reviewing the revised Contract Procedure Rules.

3. Background

3.1. Bromsgrove District Council procures goods and services to the value of £9.5 million annually. The process of procurement involves the acquisition from third parties of all goods, services and construction projects. The Council is committed to procure Best Value for money supplies, services and construction works by:

3.1.1. Adopting the life-cycle approach to acquisition of assets or contracts

3.1.2. Applying effective and up to date procurement procedures

3.1.3. Ensuring procurement helps deliver the Council's key corporate objectives

3.2. Efficient corporate procurement will therefore meet the Council's key corporate objective six - to be an efficient and effective Council. Having an up to date, fit for purpose Procurement Strategy in place will help achieve this.

3.3. Improvements to procurement are key elements within the Council's recovery plan.

4. Actions to date

4.1. We have:

- Revised and strengthened the Corporate Procurement Steering and Working Groups
- Established a programme of regular meetings and reports to these groups
- Developed a Procurement Action Plan, which will deliver the requirements of the National Procurement Strategy
- Developed a monitoring regime to manage progress against this Action Plan
- Commenced an analysis of creditor payments
- Commenced developing a contracts register
- Commenced establishing a procurement forward plan which will feed the forward financial strategy
- Commenced developing standardised documentation
- Begun revising Contract procedure rules, financial standing orders and regulations
- Established purchasing patterns throughout departments
- Drafted a Corporate Procurement Strategy
- Drafted a Selling to the Council Guide ' How to do Business with Bromsgrove'
- Agreed adoption of three performance indicators
- Stopped all internal cheques
- Revised payment processes for staff expenses

4.2. All procurement activity is being undertaken cognoscente of the needs of meeting the Council's Shared Services Agenda.

5. Indicative Findings

5.1. Activity to date has revealed the following:

- Completely uncoordinated buying patterns
- Very large number of creditors
- Lots of invoices for comparatively small amounts
- High risk of contravening Contract Procedure Rules and EU Law

6. What we're doing

6.1. In the light of the above we are:

- Carrying out further spend analysis
- Challenging established practices and demonstrating need for revised, improved procurement processes
- Continuing the drafting of standard documentation
- Developing the Procurement Forward Plan
- Developing the Contract Register
- Looking at the possibility of Corporate Contracts (eg West Mercia Supplies)

6.2. The above items are due to be completed and reported on at the next Procurement Working group meeting on 22nd June 2005.

7. Next Steps

7.1.   The following items from the Procurement Action Plan are the next to receive attention and work on them is anticipated to be completed during July 2005.
  ➢ Select List of Approved providers
  ➢ General Awareness Training
  ➢ Developing linkages between Procurement Forward Plan and medium term financial plan
  ➢ Develop Procurement Structure and standard Procurement procedures
  ➢ Development of a Procurement Manual
  ➢ Commence development of corporate purchase order processing
  ➢ Continue investigations into e-procurement solutions

8. Procurement Strategy

8.1.   Attached at Appendix A is the Draft Corporate Procurement Strategy. The formal agreement by the Cabinet is a requirement of the National Procurement Strategy and has been developed following best practice. It will provide the bedrock for driving forward improvements to procurement within the Council. Members are recommended to approve the Strategy.

8.2.   Appendix 1 of Draft Corporate Procurement Strategy includes the BDC Procurement Action Plan.

8.3.   Also included at Appendix B is a Draft Selling to the Council Guide 'How to do business with Bromsgrove'. This is again a requirement of the National Procurement Strategy and once approved will be published on the Council's website. Members are asked to approve the Draft Selling to the Council Guide 'How to do business with Bromsgrove'.

8.4.   Members will note that this document includes a revision to the spend level at which formal tenders must be sought. The document suggests that formal tenders will only be sought if the value of the intended purchase is to be over £75,000. This new figure is based at a level that will aid the efficiency of the process and brings the Council in to line with what is considered best practice for this size of authority. This limit is considered appropriate at this time as it is felt to provide the correct balance between sound financial management, control and business efficiency. Members are asked to approve the amount at which the Council goes out to formal tender.

8.5.   Attached at Appendix C are some suggested performance indicators. More work is required on these to set realistic targets however members are asked to approve the indicators

9. Financial Implications

9.1.   Robust procurement practices will help the Council to achieve efficiency savings in line with the Gershon Review and the Annual Efficiency targets.

10. Legal Implications

10.1.   None.

11. Other Sub Headings

11.1.   None.

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

Background Papers

Procurement Working Group / Steering Group papers

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Bromsgrove District Council
Draft
Corporate Procurement Strategy
2005/08

-

Management Summary

Procurement concerns the whole process of acquisition from third parties of all goods, services and construction projects. At Bromsgrove procurement involves expenditure to the value of £9.5 million per annum. The Council is committed to procure Best value for money supplies, services and construction works and has developed this strategy to assist in meeting that objective.

This strategy defines the roles of procurement in the delivery of the Councils strategic objectives and sets out key policies and activities relating to procurement. This strategy should itself be considered fluid and dynamic. It will be subject to continual review and improvement as are all other Council activities.

This strategy embodies ten strategic aims for Procurement within the Council that will lead to improved procurement practices and the following benefits:

- Improved value for money
- More efficient procurement procedures
- Contribution to Gershon savings
- Effective partnership to be developed with suppliers
- Benefits for the local economy
- Effective collaboration to be developed with other service providers
- Better risk management for strategic procurement
- Better project planning and management
- Integration with the Council's overall aims and priorities

The full the potential of this Strategy will be aided by embedding of its principles and objectives within 19 key council policies. These are detailed in the body of this document but range from the Best Value, ethics and probity to supporting the mixed economy and sustainability.

In order to be successful this strategy will require highly visible support at all levels of the Council. The strategy has identified a structure and responsibility framework for corporate procurement that includes:

- The Cabinet,
- Officers Management Team,
- Procurement Steering Group,
- Procurement Working Group,
- Officer responsibilities.

Throughout, the Strategy has been drawn up to provide the freedom of action necessary to deliver services to the customer within a framework of overall control. In this way the benefits to be gained from corporate 'better buying' will aid efficient service delivery rather than hinder it.

To support the implementation of the Strategy and achieving the desired culture of 'freedom within a framework' a number of key procurement objectives have been identified and a procurement action plan has been drawn up. This is included as an appendix to this document. Within this action plan seven areas have been further identified as requiring immediate action.

The key procurement objectives are:

- Becoming Strategic
- Modernisation of procurement methods
- Development of a procurement manual

- Appropriate training and development
- Performance management
- Standard project management & gateway reviews
- Partnering
- Supplier management
- Corporate Procurement
- Supporting SMEs
- E-commerce

The immediate actions that will support and lead to the improvement of this strategy are:

- Analysis of current spend to improve our understanding of future buying patterns and largest areas of spend.
- Identify the potential areas of savings including any quick wins.
- Develop an action plan for the phased introduction of e-procurement
- Assess and identify resource options for the future staffing of procurement activity. This assessment having due regard to the Shared Service objective.
- Develop and implement consistent purchase order processing and procurement practices across the council
- Develop and implement a corporate performance management and monitoring framework for procurement
- Develop and implement a training needs assessment and training plan

Contents

List of Appendices

Appendix 1 – Procurement Action Plan
Appendix 2 – Glossary of terms

1. Introduction

Bromsgrove District Council procures goods and services to the value of £9.5 million annually. The process of procurement involves the acquisition from third parties of all goods, services and construction projects. The Council is committed to procure Best Value for money supplies, services and construction works by:

- Adopting the life-cycle approach to acquisition of assets or contracts
- Applying effective and up to date procurement procedures
- Ensuring procurement helps deliver the Council's key corporate objectives

Corporate procurement will therefore meet the Council's key corporate objective six – to be an efficient and effective Council.

Key to the success of this strategy is raising the Council approach to procurement to a strategic level and optimising the advantages of a corporate approach to supply chain management.

This Corporate Procurement Strategy defines the role of procurement in the delivery of the Council's strategic objectives and sets out key policies in the procurement field.

This strategy should be considered as a fluid and dynamic document. It will be developed on a continuing basis and will be subject to a formal annual review.

1.1 What is Procurement

Procurement concerns the whole process of acquisition from third parties and covers all goods, services and construction projects.

This process spans the whole life cycle from the initial concept and definition of business needs through to the end of the useful life of an asset or end of a service contract.

You can find more information about how to business with the Council on the dedicated procurement pages of the Bromsgrove District Council Website www.bromsgrove.gov.uk

2. Strategic Framework

The Council's strategic objectives are:

- To make a major contribution towards achieving a healthy caring and socially aware community

- To provide a clean, safe and attractive environment

- To protect and improve our environment and promote sustainable communities

- To foster and sustain a strong and expanding economy

- To provide sustainable culture and leisure opportunities

- To be an efficient and effective Council

The Council's key priorities are:

- Healthy and safe communities

- Clean streets and public places
- Efficient and effective conduct of Council business

The Corporate Plan (2005-2008) sets out how the Council and its key partners will play a leading role in the future of Bromsgrove District. It is part of the approach to bringing the Council out of its current 'recovery' phase on its journey towards excellence.

The Corporate Procurement Strategy is aligned with the strategic aims and objectives set out in the Community Plan and Corporate Plan and with the other corporate and service strategies, plans and procedures forming part of the Council's Strategic Framework.

Community Plan

Corporate Plan &
Corporate Strategies

Service
Business
Plans

Procurement
Strategy

Financial
Regulations

Contract
Procedure
Rules

Procurement Manual

Procurement Competency Frameworks
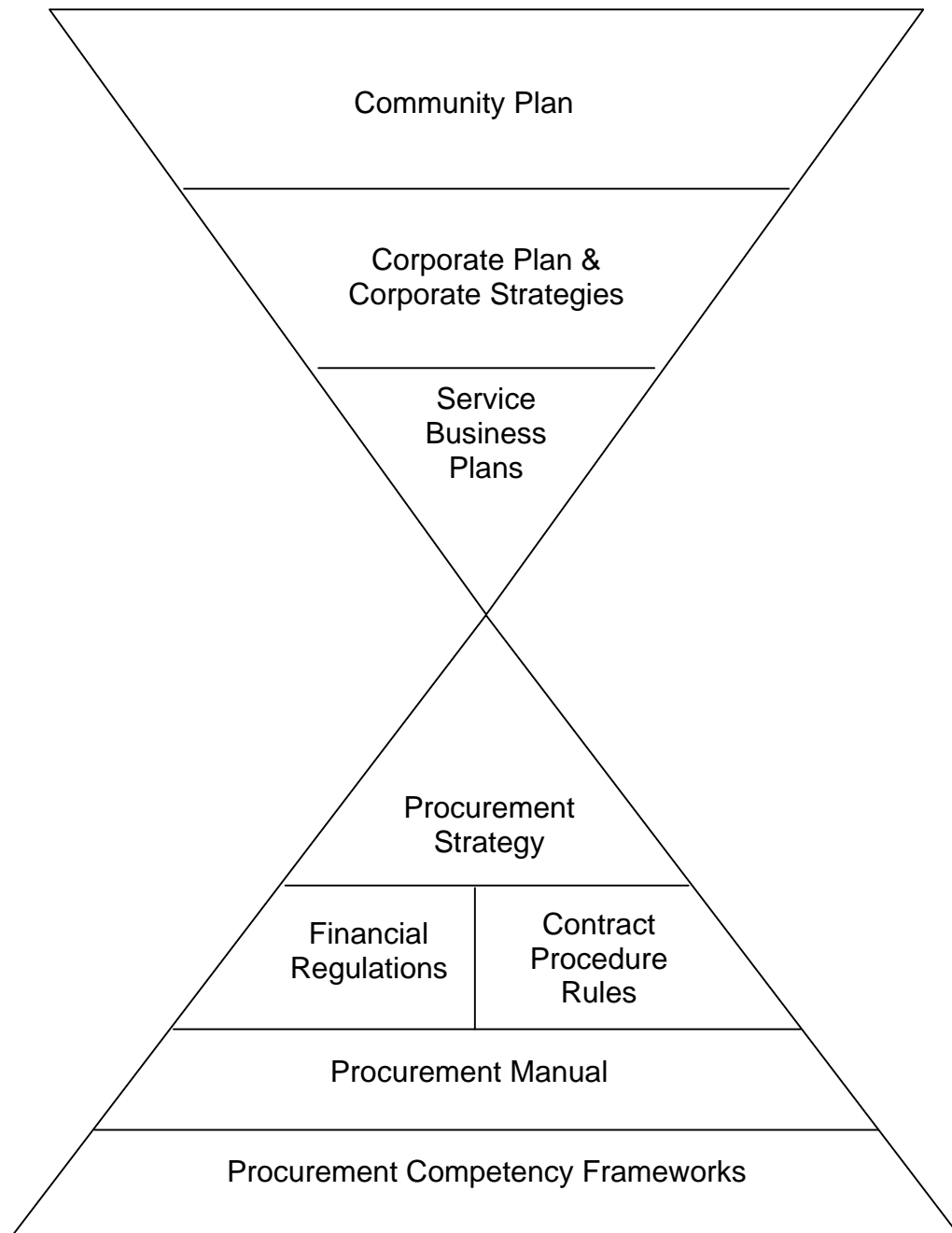
3. Strategic Objectives for Procurement

The Council's strategic objectives for its procurement spend are as follows:

- Procurement must contribute to the realisation of the Council's vision and support the achievement of strategic objectives;

- Best Value must be obtained from the Council's procurement spend through the evaluation and improvement of current procurement practices to achieve better value for money and to ensure customer/client needs are met;

- All procurement projects shall be professionally managed so that they are successful and the intended benefits are realised. Procurement activities should therefore be planned, monitored and reviewed effectively;

- All goods, works and services will be categorised according to risk and a specific approach for each category will be adopted. This risk management approach to procurement is described in detail in appendix 1.

- Partnering should be regarded as the preferred procurement strategy for all major projects (as included and defined in the Procurement Forward Plan);

- Good practice examples must be identified and applied consistently across the organisation;

- The Procurement Steering Group will be strategic in the decisions it makes on what to do directly and what it will assist/guide/mandate others to do.

- There must be a successful transition to e-commerce as part of the Council's local e-government strategy;

- Expertise, guidance and knowledge on procurement issues will be pursued through a shared services model with other local authorities;

- All procurement activity undertaken by the Council will promote equality of opportunity for everyone: employees, the public and businesses

3.2 Benefits of Improved Procurement Practices

In taking forward this strategy, the Council can expect to realise the following benefits:

- Improved value for money
- More efficient procurement procedures
- Contribution to Gershon savings
- Effective partnership to be developed with suppliers
- Benefits for the local economy
- Effective collaboration to be developed with other service providers
- Better risk management for strategic procurement
- Better project planning and management
- Integration with the Council's overall aims and priorities

4. Key Policies

A number of key policies need to be put in place to enable the Council's strategic objectives for procurement to be realised.

- **Best Value**

This procurement strategy forms part of the arrangements the Council has made under Part 1 of the Local Government Act 1999 (Best Value) to secure continuous improvement in the performance of its services in terms of economy, efficiency and effectiveness.

All procurement of goods, works and services shall be based on best value, having due regard to propriety, regularity and the Council's legal obligations.

Best value as a contract award criterion is defined for the purposes of the Contract Procedure Rules as the 'optimum combination of whole life cost and quality (or fitness for purpose) to meet the customer's requirement' consistent with government procurement policy.

- **Efficiency Agenda**

This strategy will contribute to the overall efficiency agenda of the Council, to achieving nationally required cost savings (Gershon Agenda) and towards ensuring the efficient and effective delivery of all Council services.

- **Customer Focus**

The Council will take full account of the needs of customers, both in the community and within the authority in purchasing goods, works and services.

The requirement, including any specific level of quality or standard of service, must, however, be tested against the best value criterion (as stated above).

- **Ethics and Probity**

In all their dealings, members and officers must preserve the highest standards of honesty, integrity, impartiality and objectivity.

This includes compliance with the Council's Financial Standing Orders, Financial Regulations, the Members Code of Conduct and the Employees Code of Conduct and any other guidance/codes of practice issued from time to time.

- **Competitive Procurement**

The Council promotes economy, efficiency, and effectiveness in its expenditure. This will be achieved through competitive procurement. Competition will also contribute to the competitiveness of suppliers, contractors and service providers.

All goods, works and services must be acquired in accordance with the Council's Contract Procedure Rules.

- **Standards**

The Council shall establish standards of competency in procurement, contract management and change management and shall take steps to ensure that officers and members receive the training and development they need to operate to the relevant standard.

The standards shall include adherence to the codes of conduct referred to above.

- **Financial Regulations**

Corporate Procurement will be carried out in accordance with the Council's financial regulations. The process of procurement will be those laid down in the Corporate Procurement Manual, which will be produced following the adoption of this strategy. Both of these documents will follow CIPFA (Chartered Institute of Public Finance Accountancy) guidelines and are intended to be complementary.

- **Mixed Economy**

The Council is committed to the promotion of a "mixed economy" of service provision on the basis that this is most likely to deliver best value for the citizens of Bromsgrove district. This will ensure that the basis for commissioning service providers in the public, private, voluntary and community sectors delivers best value to the customer.

Procurement advice to Best Value Reviews will be essential to ensure that best service delivery option is chosen that can meet the current and future needs of local communities and provide value for money.

When undertaking a Best Value Review of a service the Council will wish to form a rounded, evidence-based view of the performance of that service in terms of the four Cs (comparison, consultation, competitiveness and challenge). The Council recognises that the competitiveness of its services is a key dimension to be addressed in reviews.

In so far as practicable the reviews will consider competitiveness in terms of cost, quality, customer satisfaction and added value. The assessment of competitiveness will be carried out in a fair, auditable and transparent manner.

If challenge to the existing model of service delivery suggests that significant change is required an options appraisal will be carried out culminating in the preparation of a business case (see below). This will identify whether a procurement project is required to deliver the solution.

- **Options Appraisal**

Before embarking on any change project designed to introduce a new model of service delivery, a business case will be prepared for consideration by the Senior Officers of the Council. This would include, but not be limited to, a change project flowing from a Best Value Review.

The business case will include an evaluation of the principal options available to deliver the change that is required and supporting evidence. A recommended option will be set out in an action plan to be approved by the Council.

The option recommended for Member approval will be the one that scores highest against the following criteria -
• Strategic fit
• Partnering/Shared Services
• Affordability
• Achievability
• Commercial viability
• Lowest risk
• Environmental Sensitivity
• External Funding
• Equal access

- **Partnering/Shared Services**

The Council recognises the importance the Government places on working in partnership with other public, private and voluntary sectors who can share and deliver the goals of the Council. The Council, in developing procurement will seek to find other partners to consult and work with.

The Council will be involved with the Regional Centre of Excellence established for the West Midlands in terms of procurement and project management and will continue to seek collaborative opportunities with neighbouring councils for joint procurement opportunities, shared commissioning and/or delivery of services.

Partnering shall be regarded as the Council's preferred procurement strategy for major projects.

The Council will also work with our main suppliers to develop good working relationships to enhance service provision and ensure that they can help us to deliver this strategy. Workshops will be held (predominantly for SMEs) to ensure all potential suppliers have access to our procurement process.

- **Continuous Improvement**

Procurement shall be used intelligently to encourage contractors, service providers and suppliers (supply chains) to reduce costs and continuously improve performance. Appropriate standards, targets and monitoring methods will be included in contracts. This strategy will itself be subject to continuous review and improvement.

- **Project Management**

All major procurement projects are to be managed according to the principles of a structured project management method and scaled to fit the project. The Project management process adopted by the Council will be based on a modified version of the Prince 2 National Standard.

- **Staff Involvement**

The Council is committed to being a good employer and to developing a quality, well-motivated workforce fully enabled to deliver effective services to the customer. Where appropriate, staff will be consulted at all relevant stages of a procurement project and especially in situations likely to involve transfer of staff.

The TUPE regulations apply to transfer situations and in such situations the Council will use its best endeavours to secure broadly comparable terms and conditions of employment.

- **Staff Training and Development**

The key to delivery of effective public sector procurement requires people who are suitably trained and qualified to provide the necessary "professional" input. The Council will ensure a structured approach to education, training and development for all officers with procurement responsibilities.

- **Electronic Commerce**

The Council is committed to a modular approach to the introduction of electronic commerce, including optimising use of BACS and CHAPS payments, and appropriate use of procurement cards and electronic tendering. As set out in the Local E-Government Strategy the Council's target is to implement electronic procurement (the full order-to-payment cycle) corporately during 2006/07.

- **Sustainability**

Sustainability is the term used to recognise that social, economic and environmental issues are linked and must be addressed together. In 'A better quality of life, a strategy for sustainable development in the UK", the Department of the Environment Food and Rural Affairs (DEFFA) identifies objectives which need to be met to achieve sustainable development.

- Social progress which recognises the needs of everyone
- Effective protection of the environment
- Prudent use of natural resources
- Maintenance of high and stable levels of economic growth and employment

For procurement this includes:

- Ensuring the needs of different communities are met when assessing the business needs for the contract, in writing specifications, evaluating tenders and throughout the delivery of the contract
- Addressing environmental issues in the design of contract and supplies, throughout the tender process and in the delivery of services
- Considering how procurement procedures impact on local businesses and how we can assist them in their ability to bid for Council contracts.
- Working with other divisions and organisations to review the Council's present approach to resource use and the procurement of utilities

- **Risk Management**

Best practices in risk management, which will be set out in the Council's Procurement Manual, must also be observed.

The Procurement Steering Group will need to assess the financial and service risk to the Council in changing providers or choosing a particular procurement route. The Council will identify risks, evaluate their potential consequences, consider possible opportunities, and manage those risks effectively, at every stage of the process.

Key points where risk assessment will be important include:-
- Following Best Value reviews where alternatives to existing provisions have been identified
- During tender evaluation
- Whenever a major procurement change is proposed.

- **Health & Safety**

The Council recognises and accepts its responsibility as an employer for providing a safe and healthy work place and working environment for all its employees.

The Council's Health and Safety manual 'Safety Management of Contract Work' outlines some of the health and safety issues to be considered when contracting goods, works and services.

- **Freedom of Information**

The Council recognises and accepts its responsibilities and obligations under the Freedom of Information Act 2000 and will make information relating to contracts available upon request, in accordance with the legislation and subject to the exemptions included in it.

The Council will ensure that appropriate clauses are included in all contracts in order to fulfill its obligations under the Freedom of Information Act and it will not enter into contracts that include terms, which purport to restrict the disclosure of information held by the Council, beyond the restrictions permitted by the Act.

5. Organisation for Procurement at Bromsgrove District Council

Implementation of this strategy requires clear functional responsibility to be assigned to procurement at both Member and Officer level.

An outline of the responsibilities of Members and Officers is as follows:

The Cabinet
The Cabinet has overall responsibility at member level for procurement. Procurement falls within the remit of the Cabinet member with responsibility for Finance.

Officers Management Team (OMT)
The Corporate Director (Resources) will as an interim measure until a permanent Procurement resource has been established have overall responsibility for the procurement strategy, including the procurement action plan and the preparation of the Procurement Forward Plan. The Corporate Director (Resources) chairs the Procurement Steering Group. All Chief Officers have responsibility for procurement within the remit of their functions as described in the Council's Scheme of Delegation to Officers.

Procurement Steering Group
The Procurement Steering group acts as the main body responsible for developing Corporate Policy, Procedures and Training to address the issues contained within the National Procurement Strategy. The group acts as the corporate Procurement Clinic/Challenge board in relation to procurement processes and oversee, direct and prioritise the work programme of the Procurement Working Group. The group is responsible for making recommendations to OMT regarding improvements in procurement processes, joint procurement and shared services opportunities as well as working in partnership with the Lead Member for Procurement on all strategic issues.

Procurement Working Group
The Procurement Working group assists the Steering Group with developing Corporate Policies/Procedures/Training, and bringing the Council into line with modern procurement practices and legislative requirements. The group assists in the development and review of the three-year Forward Plan of contracts to identify savings via Procurement and ensures that all procurement activities are co-ordinated through the Steering Group. The group also deliver all actions agreed by the Steering Group within given timescales.

Officer Responsibilities
As part of the development of this strategy, the Council will consider appropriate staffing structures and responsibilities for delivering corporate procurement. Whatever structures are felt appropriate, they will embody the principle of ensuring freedom of action necessary to deliver services within a framework of appropriate procurement control.

Within this framework of control all other tasks relating to procurement and the management of contracts are the responsibility of departments in accordance with the scheme of officer delegation.

Heads of Service are also responsible, within this framework of control, for management arrangements within their service areas, including the nomination of approved officers for the purposes of entering into contracts and placing orders.

The balanced management arrangements above should provide for:-

- Strategic management of procurement at the corporate level;
- A corporate approach to the management of major procurement projects;
- Economies of scale in purchasing with other members of the Worcestershire Procurement Partnership and through corporate framework agreements;
- Decentralisation of specialist procurement to service areas where it can be carried out more effectively close to the customer; and
- Delegation of authority to order goods, work and services to Approved Officers.

6. Key Procurement Objectives at BDC

The Council will seek to continually improve and innovate its procurement methods. Key areas for the next twelve months include:

- **Becoming Strategic**

A key aim for the Procurement Steering and Procurement Working Groups is to become strategic in the decisions it makes on what to do directly and what it will assist/guide/mandate others to do.

This will include reducing the amount of tendering and reduce the number of suppliers we deal with in favour of aggregating contracts and developing partnerships. Becoming strategic will also mean mandating departments to carry out specific parts of procurement activity but within corporately set rules and policies. These rules and policies will then form the foundation of a "tight/loose" framework where managers are expected to make and implement appropriate decisions. The underlying principle will be enabling freedom of action necessary to deliver services within a framework of overall control of procurement practices and procedures.

- **Modernisation of procurement methods**

The Council will to seek to improve its current procurement methods through such things as:
  - Improving information systems on what is spent, where and how much is spent on external contractors and what contracts are in place;
  - Reducing the volume of low value invoices from suppliers;
  - Rationalising suppliers and developing partnership arrangements;
  - Introducing minimum entry standards, standardised across all departments, for all contractors undertaking work for Bromsgrove District Council (or providing services and supplies)
  - Establishing "call off" contracts for a wide range of areas;
  - Standardising and improving basic procurement practice;
  - Continually reviewing this strategy and market developments in procurement.

- **Procurement Manual**

A comprehensive manual will be developed which will incorporate all of the practices, procedures, guidance, rules and regulations within the corporate framework of procurement for the Council. This will be available in both electronic and hard copy format. This manual will include guidance on all of the following paragraphs.

- **Training and Development**

The implementation of this strategy will require the assessment of training needs across the Council (Members and Officers) for procurement, contract management and change management, developing competency frameworks, and instituting an appropriate training and development programme;

- **Performance Management**

A performance management regime for the procurement and contract management functions will be introduced within the overall development of the Corporate Performance Management Framework;

- **Standard Project Management and Gateway Reviews**

The Council will adopt the principles of a modified form of Prince 2 Project Management techniques in implementing a best practice programme for procurement. This will also include risk management and gateway reviews for large or high-risk projects.

- **Options appraisal and business case development**

Developing and implementing a best practice options appraisal process for all major procurement decisions.

- **Partnering**

Partnering and Shared Service models are the preferred option of the Council for all appropriate procurement projects, guidance on these models will be produced;

- **Supplier Management**

Reviewing the supply base, rationalising the number of suppliers and focussing on the management of relationships with key suppliers; working with key suppliers to (a) consolidate invoices, deliveries and payments to reduce processing costs, and (b) eliminate costs, improve quality and environmental performance, and generate new solutions all along the supply chain;

- **Corporate Contracts**

Wherever appropriate the Council will optimise the use of corporate contracts and framework agreements to obtain volume discounts and deploying strategies to reduce inappropriate off-contract/framework ("maverick") purchasing;

- **Collaborative Procurement**

Within the framework of Partnering and Shared Services, the Council will explore opportunities for collaborative procurement and will adopt this option where appropriate;

- **Small and medium-sized enterprises**

The Council will publish a "How to do business with Bromsgrove District Council" guide on the Council's website which will target small and medium-sized enterprises alongside notification of tendering opportunities, and other capacity-building measures for local SMEs and community organisations.

- **E-commerce**

The Council will explore, review and implement an appropriate modular electronic commerce strategy designed to drive down processing costs and ease the process of procurement.

7. Immediate Actions

In order to implement the Strategy an action plan has been drawn up. This plan is included as appendix 1 to this document. As part of this action plan and in order to facilitate the improvement and continual review of this Strategy the following activities will be commenced immediately. The findings of these activities will then be included in revisions of this document and will assist in determining follow-on activity as well as potential cost savings. These savings are likely to make a contribution towards overall efficiency and to assist in meeting the needs now and in the future of the Gershon requirements. The actions are shown in the table below:

Action	Target date for completion
Analysis of current spend to improve our understanding of future buying patterns and largest areas of spend.	End of June 2005
Identify the potential areas of savings including any quick wins.	End of June 2005
Develop an action plan for the phased introduction of e-procurement	End of July 2005
Assess and identify resource options for the future staffing of procurement activity. This assessment having due regard to the Shared Service objective.	End of August 2005
Develop and implement consistent purchase order processing and procurement practices across the council	End of March 2006
Develop and implement a corporate performance management and monitoring framework for procurement	End of March 2006
Develop and implement a training needs assessment and training plan	End of March 2006

Appendix 2

Glossary of Terms

Procurement Forward Plan
The procurement forward plan sets out information on current contracts and contracts to be awarded in the period covered by the plan (normally three years in total).

Contract Procedure Rules
Contract Procedure Rules are set procedures to ensure that value for money is obtained, statutory requirements are met in terms of UK and EU law, and the Council's affairs are properly controlled and prudently managed.

Procurement Manual
The Procurement Manual will be a guidance document incorporating all the Council's relevant procurement information to enable a purchasing officer to ensure that the Council procures the best value for money supplies, services and works and complies with the Council's strategic procurement objectives.

Procurement Action Plan
The Procurement Action Plan is the work programme for the Procurement Steering and Working groups. The key milestones/projects/actions identified are aligned to the requirements of the National Procurement strategy and assigned, with completion targets to responsible officers.

Partnering
Partnering is the creation of a mutually advantageous and flexible relationship between the Council and its partner based on openness and trust and the sharing of risks and rewards and continuous improvement. The partner may be in the public, private or voluntary sector.

Gateway Reviews
A Gateway Review is a review of an acquisition programme or procurement project carried out at a key decision point by a team of experienced people, independent of the project team. There are five Gateway Reviews during the lifecycle of a project, three before contract award and two looking at service implementation and confirmation of the operational benefits. A project is reviewed at the Gateway Review appropriate to the point reached in its lifecycle.

Appendix 1 to Corporate Procurement Strategy

BDC Procurement Action Plan

This plan has been devised by taking account of the targets set out in the national procurement strategy (NPS) for local government and an early assessment of the needs of the authority. We have included a column, which will in due course include the auditors risk assessment.

The plan has purposefully only identified targets to the 31/3/05 as the requirements of the NPS become more onerous in year 2. The second part of the table identifies the requirements of the NPS for 2005/6, which the Steering Group will address over the next few weeks.

Part 1 to be delivered by 31/3/05 or earlier

What	When/Who	Progress	Risk Assessment		Progress
			Auditor	SG	
Selling guide *	31/3/05 SG	Sarah completed draft version 1 by 15/3/05 based on other Council's Circulated to Working Group for comment by 4 April 2005. Emailed to Steering Group for comment by 6/7 April 2005 Comments received. Circulated to Procurement Steering Group by 27/5 and Cabinet by 22/06			**GREEN**
Procurement Strategy *	31/3/05 SG	Sarah to attempt to draft version 1 by 04/04/05 based on other Council's for distribution to PSG and PWG at next meeting Comments received. Circulated to Procurement Steering Group by 27/5 and Cabinet by 22/06			**GREEN**
Procurement forward plan * Need to develop a pro forma for completion by the organisation as a whole to capture the information about contracts that are likely to be let and those we currently have.	31/3/05 SG	AK completed Pro forma on 15/3/05 Forwarded to Heads of Service on 22nd April for completion by 07/04/05 Forwarded to Procurement Steering Group and Working Group for information 31/03/05 Chased a few times. KD to send email (AK has drafted) Comments on those received drafted and to be sent by 27/4 Analysis of information received to date to be undertaken by 24/06/05			**AMBER**

Appendix 1 to Corporate Procurement Strategy

Contract Register	Now!	Need to develop a contracts register. CF has requested information and sent reminder. KD email to Heads of Service to be sent (AK –drafted 20/4) Due for completion 22/06/05			**AMBER**
Select list of approved providers	Dates will depend on contractual information being returned	Working Group members to bring copies of current departmental approved lists Sarah to research Best Practice from other organisations for 07/04/05 Possible Shared Services approach to be explored			**AMBER**
Revise Contract Standing Orders & Financial Standing Orders	09/06/05	Contract Standing Orders being developed. AK to work on Financial Standing Orders/Regs on 8 June 05.			**AMBER**
Develop Standard Terms & Conditions for BDC	22/06/05	Legal – standardised document Due for completion 22/06/05			**AMBER**
Develop standardised documentation (eg IIT, specifications etc)	22/06/05	Anna K has provided list of documents which will need to be standardised, which have been allocated to working group members for completion by 18 May 2005			**AMBER**
Member Training *	Ongoing	LM to draft report for SMT – general awareness training			**AMBER**
Officer Training *	Ongoing	Have had some already but was on current contract procedure rules, which are not necessarily compliant with best practice. General Awareness training and specific to BDC procedures training To be covered in report being produced by LM (see above)			**AMBER**
Consider bids to WMCoE for funding	On-going	Opportunity for submission of project bids - potentially able to receive funding for joint projects across Worcestershire			**AMBER**
Re-establish procurement Steering Group	Done				**GREEN**
PSG to consider need for Procurement Officer post and how it can be funded or alternative means of providing support	KD feedback due 27/04/05	This was discussed at the PSG meeting on 15/03/05. It was agreed that a collaborative approach was the most appropriate way forward for BDC. This would need to be progressed via the Shared Services Agenda. AK has provided outline of potential model to KD for him to discuss at next shared services meeting.			**AMBER**

Appendix 1 to Corporate Procurement Strategy

Appraisal of service delivery modules in BVRs *	Ongoing	Need to consider linkages between BVR guidance and procurement guidance – Cyclical Challenge document to be considered by PSG at next meeting			**AMBER**
Need to make linkages between procurement forward plan and medium term financial plan	Ongoing, depends on info returns AK/SG	Procurement Forward Plan pro forma distributed to Heads of Service for completion by 07/04/2005 Re-issue request for information, not all departments have completed, or in as much detail as possible			**RED**
Staff consulted on employment issues in procurement matters *	Ongoing – as part of review of Personnel policies	Personnel representative to consider. Information forwarded to Louise. Discussed with Anna K /Claire Felton on 06/04/05			**AMBER**
2003 Act – circular – need to build to processes *	ongoing - as above	Legal Services/HR discussed with Anna K on 06/04/05			**AMBER**
Procurement toolkit/hand book	ongoing	Need to consider whose we purchase or "borrow" and capacity required to tailor to local needs.			**RED**
Approach to partnering in construction and service delivery set out. *	ongoing	Is covered in Procurement Strategy but more detailed guidance will need to be included in procurement toolkit			**AMBER**
Approach to collaboration and new trading powers set out. *	ongoing	Legal Services to consider			**AMBER**
Establish base data for average time from OJEU notice to contract award reduced by 10%	ongoing	Information received from the group (2 replies)			**AMBER**
Consider IDeA document on procurement performance indicators and recommend appropriate KPIs to Management Team		Performance indicators identified and agreed 4/05/05. Take forward to SMT.			**GREEN**
Develop terms of reference for Steering Group and Working Group for approval by CMT	Done	AK provided draft to Sarah, forwarded to Kevin Dicks to be noted at SMT			**GREEN**
Work with Chief Executives to identify priority areas for shared services	Ongoing KD	KD is on board for Shared Services development across county			**GREEN**

How to do business with Bromsgrove District Council

TABLE OF CONTENTS

Bromsgrove District Council

INTRODUCTION

The Council spends approximately £9.5 million per annum on a varied range of works, services and goods. It is the Council's duty to aim to secure best value for money in procuring its works, services and supplies and to continually improve quality.

However, we have also recognised the role that Procurement has to play in achieving our social, economic and environmental aims, which are set out in our Community Plan. We are committed to non-discrimination in our procurement, with fair and transparent procedures and equal treatment of all potential suppliers. These guidelines have been produced to ensure that potential suppliers fully understand the procedures involved.

We want to help increase the capacity of local Small and Medium Enterprises (SME) and Black and Minority Ethnic (BME) firms, helping them become 'Fit to Compete' and secure contracts for the supply of goods and services. It is hoped that this will generate increased workloads, which will in turn help local employment and create other community benefits.

There are also several environmental targets in Bromsgrove's Community Plan that will contribute towards achieving an environmental friendly District. We want to work with our contractors and suppliers to encourage them to identify and minimise the environmental impacts of their activities including the production of waste, consumption of energy and the use of environmentally damaging materials. This can be achieved through awareness raising and encouraging the development of an environmental policy and environmental management system.

There is, of course, a great deal of competition for Bromsgrove District Council contracts. In order to win the Council's business, potential suppliers will need to be competitive in price and to provide high quality goods and services.

We hope that this guide will provide a useful source of information to help maximise your prospects of securing our business.

WHAT THE COUNCIL BUYS

The Council buys many different services and supplies. Here are just some of the areas covered:

Services
Advertising Services
Agency Staff Services
Building Cleaning
Confidential Waste
Consultancy Services
Courier Services
Furniture Collection/Storage Redelivery
Grounds Maintenance Services
Insurance Services
Deep Cleaning Services
Legal Services
Mechanical and Electrical Maintenance Services
Microfilm Processing Services
HR Services
Professional Services relating to
Construction Contracting
Reprographic Services
Security Services
Telecommunication Services
Temporary Staff Services
Transport
Training & Development Services
Waste Disposal

Utilities
Electricity
Gas
Water

Goods
Fixed Point Water
Catering Supplies (Food)
Cleaning Materials
Computer Equipment and Consumables
Electric Lamps/Bulbs
Fuel Supplies
Office Furniture
Office Stationery/Equipment
Play Area equipment
Protective Clothing and Footwear
Street Furniture
Sports & Art Equipment
Telephones

Works
Maintenance and Refurbishment Works to Offices and Council Establishments, Miscellaneous Construction & engineering Contracts

HOW THE COUNCIL BUYS

The Council's procurement arrangements are mainly organised on departmental lines within a standardised corporate framework. Within this framework the Council's Procurement Steering Group (PSG) will oversee the co-ordination of common contracts and provide a strategic oversight of procurement throughout the Council.

The Council's Departments are:-

- Planning Services
- Environmental Health Services
- Depot Services
- Leisure Services
- Administration Services
- Legal Services
- Financial Services
- IT Services
- Technical Services
- HR Services
- Audit & Policy

All contracts must comply with UK law, the Council's 'Financial Standing Orders' and the Council's 'Contracts Procedure Rules', which govern its contracting activities and lay down procedures for obtaining quotations and tenders, awarding contracts etc. **Copies of these documents are available on the Council's website. www.bromsgrove.gov.uk**

Contracts for works, services or supplies must be let complying with EU Procurement Directives, which have been incorporated into UK law. The Directives apply to all contracts exceeding certain financial thresholds (approximately £154,000 in respect of contracts for goods and services; £3.8m for works contracts).

For most contracts covered by the Directives, we are required to follow strict procedures, involving an initial tender notice in the Official Journal of the European Union (OJEU).

OJEU is only available in electronic form, either on CD Rom or via Internet access. You can get further information from the following website: **http://ted.eur-op.eu.int/static/home/en/homepage.ini**

The Council generally uses a restricted procedure for these tenders, involving a pre-qualification phase, with tenders being invited only from those applicants who meet certain predetermined criteria including financial stability, track record, health and safety and equalities.

How to find out about Contracting Opportunities with the Council

You can find out about current and potential future opportunities to work with Bromsgrove District Council by the following methods:

- From a date to be announced, all current and future contracts above the value of £75,000 will be detailed on the Council's website www.bromsgrove.gov.uk together with officer contact details
- In the Official Journal of the European Union (OJEU) as detailed above
- In the local or national press and/or trade journals within the appropriate market

The advert should specify a time limit within which interested parties must express their interest in tendering. After the expiry of this period, invitations to tender will be sent to all interested parties. A period will be allowed for the return of tenders.

STANDING APPROVED LISTS

Bromsgrove District Council currently maintains several departmental Standing Approved Lists covering various service areas, from which companies are selected to tender for works that fall below EU thresholds.

When Council Departments require works to be carried out under EU thresholds they will use the Approved Lists to obtain the names of suitable firms that they can approach to tender. Tenderers are chosen on a selection/rotation basis, although Council Officers are able to nominate companies based on their previous quality of work and tendering performance.

The Council is in the process of reviewing the current departmental Standing Approved Lists, with the view to compiling one list for use across the Council.

HOW TO APPLY FOR INCLUSION IN THE STANDING APPROVED LIST

If your company would like to apply for a place on the Council's new Standing Approved List, you should write to Corporate Director (Resources). In the interim your company details will be held on file until the Council is in a position to verify your suitability via an application process.

If your application is successful you will be added to the Standing Approved List and sent a letter of confirmation stating the categories of work you have been approved for.

From time to time the List may be closed for review and housekeeping purposes. You should verify that companies are still being considered by contacting the individual department.

INFORMATION REQUESTED ON THE INFORMATION FORM FOR APPROVED/SELECT LIST TENDERS

If your company applies to go on the Council's Standing Approved list or expresses an interest in an OJEU advertised Select List Tender, you will be asked to complete the relevant application form giving Company details, financial and technical background and information covering Equalities, Health and Safety and your Environmental Policy.

The application form is split into a number of sections:

Company
You are asked basic information about where your firm is based, legal status, parent company details (if applicable), numbers of directors and the number of staff you employ. We also require evidence of insurance covering risk indemnity.

Technical
You are asked to provide technical information in support of your application and list details of contracts carried out over the previous 3 years and provide the names and addresses of proposed referees. If you are members of a registered trade association or any approved body you will be asked for copies of your membership certificates. We will also require details of your quality systems.

Financial
You are asked to submit audited accounts for the last 3 years. If you are a new company and do not have audited accounts you can still apply, but tendering opportunities will be limited.

Equalities
Bromsgrove District Council strongly supports equal opportunity, equal access and positive outcomes for all sections of the community. The Council also has a duty to ensure that public money is not spent on practices that lead to unfair discrimination. To address this the application form includes an Equal Opportunities Declaration document, which asks questions about how you include equality issues in your employment practices.

Health & Safety
The application form asks for details of your Health and Safety policies and procedures together with any codes of safe working practices issued to employees.

Sustainability
Bromsgrove District Council is committed to the sustainable development of the District, a fundamental objective of which is the protection and enhancement of the environment. The Council is looking to address the environmental impact of its activities and develop awareness of environmental issues into all its services. It is the Council's policy to encourage suppliers to help us meet our objectives and therefore we ask for your policy to be submitted with your application for evaluation. We encourage prospective suppliers to:
- Specify less environmentally damaging products
- Promote greater use of renewable resources
- Use environmentally friendly practices throughout the production process

Freedom of Information
The Council recognises and accepts its responsibilities and obligations under the Freedom of Information Act 2000 and will make information relating to contracts available upon request, in accordance with the legislation and subject to the exemptions included in it.

If you require further information on the Council's Freedom of Information Policy, please see the Council's website www.bromsgrove.gov.uk

Please note that being accepted on the Council's Standing Approved list is no guarantee of work

TENDERING FOR CONTRACTS

If you are selected to tender you will usually be sent documentation consisting of the following:

- Letter of Invitation
- Instructions to Tenderer – this document details tender dates and times, method of tender return, evaluation criteria and details where tender queries should be directed
- Tender Questionnaire – this document covers basic financial, technical and company information
- PQQ – Pre-qualification questionnaire (used in restricted procedure procurement)
- Specification – this details the Council's requirements and must be complied with Contract conditions – this gives details of the terms and conditions under which the Council wishes to do business
- Price Schedule/Details of Offer
- Evaluation Criteria – how we will evaluate and select a successful tender

Whichever procedure the Council follows, you must read the information supplied carefully and submit all the documentation requested by the stipulated return date. The success of your bid is determined by the quality of this information. The tender documents are all opened at the same time. They are then evaluated in a comprehensive, equitable, auditable and transparent manner. To ensure fairness the criteria and method used will be clearly defined before evaluation commences. The Council will normally award the contract to the supplier it considers offers Best Value, having regard to price, quality etc.

The Council is always prepared to debrief unsuccessful tenderers to assist them in developing their abilities to tender for future contracts.

TENDERING TIPS

- Read the advertisement carefully and submit a request in writing for the information required by the dates stipulated by the Council.
- In completing a questionnaire, make sure that you provide all the information requested and answer all questions accurately.
- Return the tender by the closing date and time specified. Late tenders will not be considered.
- Respond promptly to any requests for further information.
- The tender documents the Council send out to suppliers contain details of our requirements. You should read these documents and make sure that you fully understand the requirements. If you do not understand any part of the specification you should contact the Council Officer named in the tender documentation by the stipulated date and request further information.

CONTRACT MONITORING

The Council is continuously striving to improve its own performance and it expects contractors to do the same. There are procedures in place for monitoring the performance of all main contractors and sub-contractors carrying out works for the Council. All companies are monitored to assess their compliance with pre-defined performance criteria. You should be aware that Contract Conditions are to be strictly adhered to especially with regard to quality, health and safety and general performance.

For more information about the Council please see the Bromsgrove District Council website: www.bromsgrove.gov.uk

How to do Business with Bromsgrove District Council
This leaflet has been produced by the Council's Policy Unit.

The role of the unit is to develop and implement procurement strategy and policy across the Council.

For further information please write to:

Corporate Director (Resources)
The Council House
Bromsgrove District Council
Burcot Lane
Bromsgrove
B60 1AA

Performance Indicators for Procurement

It is recommended that the Council monitor the following three performance indicators during 2005/06. More work is required on these to set realistic targets, however members are asked to approve the adoption of the indicators.

Short Title
LIB/P22 - Average invoice value
Corporate spend divided by total number of invoices

Rationale
Invoices should be consolidated wherever possible to reduce costs and the amount of paperwork that needs to be processed. There is a limit to how many invoices can be consolidated but savings can be made in this respect. This indicator helps to monitor and address this issue.

Definition
For the purpose of this indicator, 'corporate spend' is defined as the total value of invoices paid per annum to external providers (excluding VAT) in respect of the purchase of goods, works and services in a local authority where:

• 'goods' are tangible products such as pens or computers and are also known as supplies.
• 'works' are "the construction or demolition of buildings, both residential and non-residential, repair to the fabric of these buildings, construction of roads, bridges, tunnels, and the installation of gas, electric, and plumbing services".9
• 'service' is the provision of an intangible product such as care or refuse collection, whether it is carried out internally or externally.
The total value of invoices per annum can usually be obtained by analysis of the accounts payable record. Certain payments will need excluding where the opportunity to influence procurement is not significant, which may include:

• foster carer payments
• payments to pension funds
• payments to other local authorities for placement of clients or other non-commercial activities
• payments to individuals for expenses, insurance settlements, council tax refunds, etc.
• other payments.

This indicator excludes transfer payments.

If authorities wish to compare their results against this indicator with others, it will be essential to outline what has been included and excluded.

This indicator should be measured over a financial year (i.e. 1st April to 31st March).

To calculate this indicator, total the corporate spend. Divide this figure by the total number of invoices processed by the authority during the financial year to get the average:

corporate spend
total number of invoices processed

Inflation adjustment
Should authorities wish to compare performance year on year or to develop targets, adjustments will need to be made to take the effects of inflation into account. To express figures in real terms, authorities should adjust them using the GDP deflator. This is published by HM Treasury and updated annually:

http://www.hmtreasury.gov.uk/Economic_Data_and_Tools/GDP_Deflators/data_gdp_fig.cfm

Type of PI Calculation
Source New performance indicator
Additional information

Authorities are encouraged to use this same method to target particular areas of spend or suppliers where low value invoices are an issue - most obviously stationery, building supplies or cleaning supplies. This would help to identify areas/suppliers where framework contracts (or amendments to existing contract terms) or purchasing cards could be an option.

9Race Equality & Procurement in Local Government A guide for authorities and contractors, Commission for Racial Equality, July 2003, page 13

Short Title
LIB/P24 - Average spend per supplier
Corporate spend divided by the total number of suppliers

Rationale
Having too many suppliers makes supplier relationship management onerous, negates opportunities for leverage and creates unnecessary administrative costs. Although this means that the spend per supplier will increase as the supplier base reduces, this should not be due to buying more or paying higher prices. Equally, the supplier base should not be reduced to the extent that competition is stifled, or reduces backup capability and therefore endangers continuity of supply.

It is acknowledged that average spend itself does not highlight the range of spend with individual suppliers, e.g. it could be that 80% of spend is with 20% of suppliers. It is therefore of use to consider this indicator with other measures to give a more overall view of performance.
This indicator allows local authorities the opportunity to monitor and address their progress in this area, i.e. the average should increase until it reaches the optimum level (for the authority to decide).

Definition
For the purpose of this indicator, 'corporate spend' is defined as the total value of invoices paid per annum to external providers (excluding VAT) in respect of the purchase of goods, works and services in a local authority where:
• 'goods' are tangible products such as pens or computers and are also known as supplies.
• 'works' are "the construction or demolition of buildings, both residential and non-residential, repair to the fabric of these buildings, construction of roads, bridges, tunnels, and the installation of gas, electric, and plumbing services".10

10Race Equality & Procurement in Local Government A guide for authorities and contractors, Commission for Racial Equality, July 2003, page 13

• 'service' is the provision of an intangible product such as care or refuse collection, whether it is carried out internally or externally.

The total value of invoices per annum can usually be obtained by analysis of the accounts payable record. Certain payments will need excluding where the opportunity to influence procurement is not significant, which may include:

• foster carer payments
• payments to pension funds
• payments to other local authorities for placement of clients or other non-commercial activities
• payments to individuals for expenses, insurance settlements, council tax refunds, etc.
• other payments.

This indicator excludes transfer payments.

If authorities wish to compare their results against this indicator with others, it will be essential to outline what has been included and excluded.

The total number of suppliers can be identified through the creditor ledger, although this ledger may need to be 'cleaned' if it has creditors who are not suppliers on it as well. For the purpose of this indicator, 'supplier' is defined as a private, public or voluntary organisation that is interested in providing, or actually providing, goods, works or services to a local authority - also referred to as a 'provider'.

This indicator should be measured over a financial year (i.e. 1st April to 31st March).

To calculate this indicator, total the corporate spend. Divide this figure by the number of suppliers used during the year to get the average:

corporate spend
total number of suppliers used during the year

Inflation adjustment
Should authorities wish to compare performance year on year or to develop targets, adjustments will need to be made to take the effects of inflation into account. To express figures in real terms, authorities should adjust them using the GDP deflator. This is published by HM Treasury and updated annually:

http://www.hmtreasury.gov.uk/Economic_Data_and_Tools/GDP_Deflators/data_gdp_fig.cfm

Type of PI Calculation
Source New performance indicator
Related indicators LIB/P9, LIB/P10, LIB/P11

Short Title
LIB/P29 - Percentage of invoices paid electronically
e.g. through BACS (Bankers Automated Clearing System), CHAPS (Clearing House Automated Payment System) or direct debit

No baseline data available
Target for 2005/06 = 60%

Rationale
This indicator is directly related to Chapter 5 of the National Procurement Strategy for Local Government, which is about achieving financial efficiencies through reductions in cycle times and transaction costs, freeing up resources that can be directed into frontline services.

This indicator allows local authorities the opportunity to monitor and address their progress in this area, i.e. the percentage should increase until it reaches 100%.

Definition
It is not the intention to be specific about what is meant by 'electronically' in respect to the payment of invoices but three reasonable examples are the use of BACS, CHAPS and direct debit.

This indicator should be measured over a financial year (i.e. 1st April to 31st March).

To calculate this indicator, total the number of invoices paid electronically. Divide this figure by the total number of all invoices paid regardless of the method of payment. Multiply that figure by 100 to give a percentage:

Total number of invoices paid electronically **x 100**
Total number of all invoices paid

Type of PI Calculation

Source New performance indicator

Related indicators
LIB/P21, LIB/P25, LIB/P26, LIB/P27, LIB/P28, LIB/P30

BROMSGROVE DISTRICT COUNCIL

EXECUTIVE CABINET

22ND JUNE 2005

DEVELOPMENT OF A REVISED HOUSING STRATEGY FOR BROMSGROVE DISTRICT

Responsible Portfolio Holder	Cllr P.J. Whittaker
Responsible Head of Service	Head of Strategic Housing

1.   SUMMARY

1.1   The report sets out the process in place for the review and development of a revised Housing Strategy for the District. Details of the consultation events and timetable for delivery are included for Members information.

2.   RECOMMENDATION

2.1   Members are asked to note the content of the report and approve the process and timetable set out for the delivery of the revised housing strategy.

3.   BACKGROUND

3.1   Local authorities are required to produce a Housing Strategy Statement as an over-arching document that reviews housing-related issues in the local authority's area, setting out housing objectives, establishing priorities for action both by the local authority and by other service providers and stakeholders, and providing a clear Action Plan in agreement with the Council's local partners.

The statement is expected to be consistent with national policy and designed to deliver regional and sub-regional strategies (including those for economic development and land use) as well as meeting the authority's wider objectives set out in the Community Plan.

All major aspects of housing are to be considered within an authority's area, including:

-    an analysis of housing markets across all sectors;
-    homelessness and rough sleeping;
-    condition of housing stock across all sectors, covering fitness, decent homes, energy efficiency;

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- the role of housing in community cohesion and the needs of particular sections of the community such as general tenant/resident participation, black and minority ethnic populations, those with particular support needs, disabled facilities adaptations etc;
- neighbourhood renewal and regeneration;
- addressing poor condition in the private sector stock;

The purpose of a housing strategy is to set priorities for action, choose the most effective way of making make progress in priority areas; and to deliver effective action on the ground. Housing Strategies when being assessed as 'Fit For Purpose' by the Government department are expected to be able to secure the best housing possible with the resources available.

3.2   There have been many changes since the 2002 Housing Strategy was written. Nationally, changes in the funding of schemes has taken place with the introduction of Regional Housing Boards and Supporting People and a stronger focus upon the prevention of homelessness and achieving better standards in private sector housing has become a priority in Central Government policy.

Locally, LSVT has enabled the Council to secure the long term sustainability of the former Council housing stock and to broaden its attention to the wider strategic role that is expected of local authorities including the support of the North Worcestershire Care & Repair Agency. During the lifetime of the existing strategy, a Homelessness strategy has been also been developed that has driven a range of support and preventative services for the homeless and both Housing Needs and House Condition surveys have been carried out securing up to date data for future planning purposes.

Housing strategies are expected to have a lifetime of 3 - 5 years. The current Housing Strategy for Bromsgrove was written in 2002 and is therefore important that it undergoes review to ensure that it:

- provides an accurate review of housing issues
- sets out clear objectives and priorities for action
- promotes partnership working and innovation in delivery
- maximises use of resources
- enables a clear understanding of residents needs and aspirations
- sets out a clear action plan and process for monitoring delivery
- achieves 'fit for purpose' standard

4.   Timetable for delivery of a Housing Strategy for 2006 - 2011

4.1   The proposed timetable for delivery has been discussed with the Government Office for the West Midlands who have scheduled into their work programme an offer to give preliminary consideration and provide us with their views upon a draft strategy at the end of October 2005. This will enable us to establish whether the strategy will achieve 'Fit for Purpose' standard before formally submitting the document.

4.2   The proposed timetable that is attached at Appendix I of the report sets out the stages of consultation and document preparation. The projected completion date will enable a revised strategy to be in place in time for the inspection of Strategic Housing Services that the Audit Commission have recently advised us will take place between January and October 2006. A self-assessment is being carried out in preparation for the forthcoming inspection and the Key Lines of Enquiry used by the Audit Commission are being utilised as a guide and checklist in developing the new Housing Strategy document.

5.   Progress to date

5.1   The Housing Needs Survey and Housing Condition survey work carried out by Fordham Research is now completed and being utilised in the strategy formulation.
An Officer Steering Group has been set up and has been meeting regularly since February to drive the process. The group includes officers of Strategic Housing, Environmental Health and Local Plans departments and a representative from BDHT. As each theme of the strategy is considered, outside organisations and partners will be invited to contribute.

5.2   Consultation is underway. Two workshops relating to affordable and rural housing issues were included in the Local Development Framework consultation event. A Strategic Housing Consultation event took place on the 19th April titled - Unlocking the Door to Meeting Housing Needs in Bromsgrove District. The event that was well attended by 75 people was held in order to give residents and partners of the Council an opportunity to help identify housing needs and put forward suggestions and prioritise issues for inclusion in the Council's newly developing Housing Strategy. Guest speakers, Pat Brandum from West Mercia Housing Group spoke about Choice Based Lettings and John Gittens from the North Worcestershire Care and Repair Service made a presentation on the newly formed service now available to assist private sector residents in the District.

5.3   A range of representatives of black and ethnic minority groups attended a special BME Focus Group meeting that was held at the Council House on the 27th April to identify housing needs and access issues of minority groups that may otherwise not have been fully identified through other survey processes.

6.0   Emerging areas of priority

6.1   From the consultation work that has been carried out to date, the priority areas that have emerged are as follows. These priority areas will form the themes under which further strategy development through the Officer Steering Group will take place.

      i)   PROVISION OF AFFORDABLE HOUSING
            That is sustainable - access, facilities, shops etc
            Offering choice of tenure
            Maximising use of Planning Powers
            Including rural housing
            Linking in with Community Safety Secure by Design

      ii)   HOMELESSNESS PREVENTION AND IMPROVED SERVICES FOR THE HOMELESS
            Developing alternative temporary accommodation to B&B and Hostel
            Ongoing support of preventative schemes
            Investigation of Private letting Schemes
            Consideration of Spend to Save
            Improved advice packs in hostels

      iii)   PRIVATE SECTOR HOUSING - SUPPORT, CONDITION IMPROVEMENT AND ENCOURAGEMENT OF ADDITIONAL RENTED ACCOMMODATION
            Ongoing development of Landlords Forum
            Bring empty homes back into use
            Flats over shops
            Energy efficiency
            Care and Repair - equity release

      iv)   EXTRA CARE HOUSING AND SERVICES FOR OLDER PEOPLE
            Provision of Extra Care Housing
            Encourage down sizing
            Care and Repair for private sector

      v)   SPECIAL NEEDS AND ADAPTATIONS
            Adaptations
            Hospital Discharge Schemes

7.0   Financial Implications

7.1   There are no financial implications relating to the strategy development that are outside of the consultation and publication budgets set within the Strategic Housing Section.

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7.2   Consideration of the financial implications of implementing the emerging strategy will have to be considered at a later date related to the approval of action plans and future years strategic housing capital programmes.

8.0   <u>Legal Implications</u>

8.1   There is a statutory duty for the Council to assess the housing needs of the District.

9.0   <u>Background Papers</u>

9.1   None

<u>Contact Officers</u>

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Housing Strategy Timetable

	Date	Officer
Initial Stakeholder Consultation		
Housing Needs Survey/Stock Condition Survey	Feb 2005	Fordhams
Housing Strategy Working Group Established	Feb 2005	AC/AG
Ethnic Minority Focus Groups	April 2005	AG
Consultation Event Workshops	April 2005	AC/JH/AG/JR
Draft Housing Strategy Produced		
Analysis of Housing Needs Survey and Stock Condition Survey	April 2005	Housing Strategy Steering Group/Private Sector Housing Officers Group
Analysis of Feedback from Focus Groups and Workshops	May 2005	AG
Incorporate New Regional Housing Strategy		
Draft Document Produced	June 2005	AC/AG
Stakeholder Consultation		
Housing Strategy Working Group Review and Approve draft document,	June 2005	Housing Strategy Steering Group
Consultation Exercise	July 2005	AG
Draft Doc to Chairs Group	Early Oct 2005	AC
Presented to ODPM	Oct 2005	AC
Draft presented to Cabinet for approval to go forward for consultation	Nov 2005	AC
Document circulated to other stakeholders for wider consultation.	Nov 2005	AG
Final Housing Strategy Document		
Feedback from consultation reviewed and included. Document presented to Cabinet for approval	Jan 2006	AG/AC
Document made available to public and posted on Website	Jan 2006	AC

Keeping information up to date and reviewing the Action Plan		
Review impact of other strategies such as the RSS and LDF.	Ongoing	AG
Questionnaire developed for contact with Estate agents regarding local market.	Jan 2006	AG/PC
Information regarding housing waiting lists obtained.	Use Quarterly Returns	AG
Action Plan reviewed by Working Group		
	Annually	Housing Strategy Steering Group

BROMSGROVE DISTRICT COUNCIL

EXECUTIVE CABINET

22ND JUNE 2005

**WEST MIDLANDS DRAFT REGIONAL HOUSING STRATEGY AND
REGIONAL ALLOCATION STRATEGY - CONSULTATION**

Responsible Portfolio Holder	Cllr P.J. Whittaker
Responsible Head of Service	Head of Strategic Housing

1. **SUMMARY**

1.1 Following the publication of the first Regional Housing Strategy in July 2003, work on the development of a revised Regional Housing Strategy has been an ongoing process since Autumn 2004.

1.2 After various stages of consultation (in November last year the Executive Cabinet approved the submission of an issues paper response) and numerous events over the past 6 months, the Regional Housing Strategy and Regional Allocation Strategy is now available for consultation

1.3 This report provides an Executive (Appendix 1 and 2) Summary of the strategy and advises Members of the officer response that has been submitted by the districts of Worcestershire and Warwickshire that make up the Southern Housing Market Sub Region (summarised at Appendix III).

2. **RECOMMENDATION**

2.1 That Members note the delivery of the Regional Housing Strategy.

2.2 That Members support the actions taken by the officers in preparing and submitting a draft response on behalf of the districts of the Southern Housing Market Area.

3. **BACKGROUND**

3.1 Following the publication of the first Regional Housing Strategy, 'Towards a Regional Housing Strategy for the West Midlands,' in July 2003, work has been undertaken to develop the next Regional Housing Strategy for submission to Ministers.

3.2 The updated Strategy builds on the foundations laid by the 2003 interim strategy and covers the period 2006 - 2021 guiding the allocation of funding from the

Regional Housing Pot initially for the period 2006 - 2008. Although this authority has transferred its housing stock, the allocation of regional housing finance remains an important factor in the provision of affordable housing through Housing Corporation grant.

3.3   As part of the work towards developing the Strategy, the Regional Housing Board commissioned a number of studies on housing issues focusing on the various sub areas and themes such as homelessness, BME communities, Supporting People etc. The aim of the research was to deliver an analysis of the West Midlands housing markets and their housing needs for use in developing both the Regional Housing Strategy 2005 and the development of the Regional Spatial Strategy, a key element of which is identifying the affordable housing needs of the Region.

3.4   During the preparation of the new strategy there have been a number of consultation events held both regionally and sub regionally.

3.5   An Executive Summary of the Draft Housing Strategy is attached to my report at Appendix I and an Executive Summary of the Regional Allocation Strategy at Appendix II. A full copy of the 156-page document and the Regional Allocation Strategy will be made available in the Members Room.

4.   CONSULTATION

4.1   The Draft Regional Housing Strategy was made available on the 12th May 2005.

4.2   There is a short consultation period providing a deadline for responses and comments on the document by Tuesday the 7th June. Following the consultation period, a final draft will be presented to the Regional Housing Board at their meeting on the 22nd June prior to submission to Ministers at the end of June 2005.

4.3   An officer meeting of the South Housing Market Area Consultative Group was held on the 16th May to prepare and submit a response to the Regional Housing Board. The response is being formulated at the time of preparing this report, however a summary of the response is attached at Appendix III.

4.4   Due to the short consultation period, members are asked to support the actions taken by the officers in preparing and submitting a draft response on behalf of the districts of the Southern Housing Market Area. Details of the response will be available at the Cabinet Meeting.

5.   FINANCIAL IMPLICATIONS

5.1   There are no immediate financial implications for this authority in respect of the development of the strategy. However, as the priorities set within the Regional Housing Strategy will ultimately direct the allocation of resources it is important that the local issues are fed into the process.

6.0   BACKGROUND PAPERS

6.1   Letter from Policy Officer, West Midlands Regional Assembly announcing the presentation of the Draft Regional Housing Strategy.

6.2   Draft Regional Housing Strategy and Regional Allocation Strategy

6.3   Response to the draft WMRHS from South HMA Working Group.

7.0   CONTACT OFFICER

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Executive Summary

Context

In July 2003 the West Midlands Regional Housing Board (RHB) together with the West Midlands Regional Assembly issued its first Regional Housing Strategy, "Putting Our House in Order". This emphasised four themes i) Urban Renaissance ii) Rural Renaissance iii) Providing Pathways of Housing Choice and iv) development of sustainable housing and sustainable communities.

The 2005 Regional Housing Strategy builds on and extends the 2003 strategy. A comprehensive evidence base has been drawn on which has developed a more in-depth understanding of the function of different parts of the Region and the priorities for investment.

ODPM guidance requires the RHB to base its RHS upon an understanding of sub regional housing markets and that these should be defined without regard to administrative boundaries. In addition ODPM require the development of both RHS and RSS policy on housing to draw from, and be consistent with, a foundation of evidence about housing markets that both Strategies then share in common. The resultant policies are to be aligned. The development of this RHS has rigorously followed this guidance (para 6.51).

The West Midlands Region in context

The West Midlands Region is home to 5.3 million people. It is a diverse Region with at its heart the conurbation of Birmingham, the Black Country and Solihull - one of the most densely populated areas of the country with a population of 2.25 million. At the other extreme lie the remoter rural parts of Shropshire and Herefordshire, which are amongst the least densely populated (para 2.2).

The diversity of the West Midlands is lost when comparison is made to regional averages on indicators such as incomes, levels of poverty, average house prices and share of tenure (see Tables 2.1, 2.2 and 2.3). Since the West Midlands is not characterised underlined either by the high demand and affordability problems associated with the wider South East, nor by demographic decline and low demand for housing, as associated with some parts of the north of England, it may be possible for the issues of the West Midlands to be misunderstood or disregarded when viewed in this summary statistical manner (para 2.45).

To characterise the true diversity of the Region and the implications that this has for delivering an effective housing strategy across the Region the 2005 RHS has commissioned research to inform the delineation of sub-regional housing market areas (para 3.4) and drawn on DEFRA typologies of rural and urban land (para 2.3).

The DEFRA definitions of rurality show that whilst more than 80% of the land area of the West Midlands is rural or semi-rural less than 9% of the Region's dwelling stock is located on this rural land. The twin features of densely populated 'urban' settlements and 'isolated communities' therefore brings unique challenges for building sustainable, cohesive communities and in delivering high quality public services across the Region. (para 2.3).

Demographic and Household change

Across both rural and urban parts of the Region, however, the number of households in the Region is expected to increase by about 250,000 between 2001-2021 (Chapter 3). There are two important trends within this household change that impact on housing demand. Firstly, there is a trend towards smaller household sizes partly driven by an ageing population (para 2.15) but also reflecting changes in household formation and reductions in childbirth; and secondly, continuing migration trends and the effects of international and inter-regional migration.

These trends in migration, if allowed to continue, will result in a significant growth in the need for land release and new build outside the MUAs. The forecasts, consistent with the RSS, account for significant growth in households in the MUAs. Migration and movement of households is a key element in addressing urban and rural renaissance in the Region.

These trends in migration are a significant driver of affordability problems especially in the more rural parts of the Region. Regional comparisons of affordability do not highlight the significant variation in affordability problems within the West Midlands. However, the RHS is fully cognisant of these trends and how they affect different parts of the Region and the policy developed in the strategy reflects these concerns (paras 3.58 to 3.85).

Approach

Shared evidence

Whilst migration trends, household change and affordability problems are of central significance, the strategy is informed and driven by a number of issues beyond these that have been developed throughout the consultation period. Considerable lessons were learnt from developing the 2003 and 2005 RHS and the absence of a good understanding of the nature of housing markets in the West Midlands was one of the primary areas to be addressed in the development of this RHS. Following the direction of the Office of the Deputy Prime Minister a shared evidence base on housing markets was commissioned and in producing the strategy a number of research strands have been drawn upon including:

- Specially commissioned research into sub-regional housing market effects for the purpose of determining **housing market area boundaries** (para 3.3);

- A **general household survey** capturing information to inform need analysis on household tenure, aspirations and intentions and consumption of housing (Chapter 3);

- A **new build survey** to monitor and assess the impact of new build and migration across the Region (Chapter 3);

- **Household forecasts** below regional level commissioned from Anglia Polytechnic University have been used to compare RSS forecasts (Chapter 3)

- 2001 census data, HM Land Registry data and CACI income data have been used to profile sub-regional housing markets (Chapter 3);

- Baseline research and analysis of provision, needs and trends in the **Gypsy and Traveller**, **Asylum Seeker and Refugee** and **Black and Minority Ethnic communities** are presented in Chapter 4;

- In addition the strategy has drawn on the **Homelessness** and **Supporting People** regional strategies (Chapter 4);

- Further research and development of the ongoing **monitoring** and evaluation of the **impact of adjacent regions** will be developed following publication of the RHS.

Strategic Alignment

The shared evidence base has been developed and co-ordinated through a research reference and editorial group for the purpose of aligning the RHS with the Regional Spatial Strategy (WMRSS). The development of policy has been cognisant of the panoply of regional strategies. This has included the Regional Economic Strategy (WMRES), which has informed thinking around investment and where sustainable affordable housing investment should be targeted (para 3.58 to 3.85) and the added value of investment in centres for delivering competitiveness (para 2.37).

Aims Vision and Priorities

Whilst there are obvious statutory responsibilities for local housing authorities (LHAs), which cannot be overlooked by the RHS, the five fold aims of the West Midlands Regional Housing Strategy reflect the development of the shared evidence base and consultation throughout the Region (para 1.10):

- Create mixed, balanced and inclusive communities

- Assist in the delivery of the RSS policies of Urban and Rural renaissance;

- Influence the future development of new housing provision to facilitate and enhance the economic development of the Region;

- Address the variety of needs across a range of specific sectors of housing circumstances to see that Government's Decent Homes standards are met in the municipal, social sectors, and for those in vulnerable circumstances in the private sector; and

- Encourage development, which improves the quality of the environment as a whole.

The above aims are consistent with and supportive of the vision of the Regional Spatial Strategy in delivering "…*an economically successful, outward looking and adaptable Region, which is rich in culture and environment, where all people, working together, are able to meet their aspirations and needs without prejudicing the quality of life of future generations*" (para 1.3).

The RHS therefore has a vision of creating a strong Regional economy, which through the provision of *pathways of housing choice* enables people to live near their work in pleasant affordable homes to enhance diversity, address social inclusion and community cohesion, protect the vulnerable, whilst encouraging sustainable lifestyles.

To enable this, the RHS has set out its priorities for investment and strategic intent. These are set out in Chapter 1 and reflect the aims and vision of the RHS:

- Apply the principles of urban and rural renaissance

- Secure Mixed and Balanced Communities

- Unite the Efforts of Private and Public Sectors

- Facilitate Economic Change and Development

- Secure Decent Homes and Affordable Homes

- Contribute to Social Inclusion

- Environmentally and technologically engaged

Housing market trends and challenges within the Region

In developing this strategy a series of consultation events have taken place in which the evidence base has been shared and a greater understanding of trends developed.

Sub-Regional Markets

The RHS builds on analysis of the way the housing market operates and the distinctive features of four sub-regional Housing Market Areas (HMAs) and portrays a different picture of the Region than depicted by regional averages (see paras 2.44 and 2.48 and paras 3.58 to 3.85):

i) Central HMA: comprises the conurbation, Coventry, and a commuting ring of local authorities to the north of the conurbation (see Table 3.1). Almost two-

thirds (64%) of the Region's population reside in this HMA which represents 21% of the Region's land mass (Table 3.2).

The **commuter belt** within this HMA has strong ties with the conurbation and especially Birmingham where established patterns of migration and commuting have contributed to affordability problems for local households, which are addressed in the allocations statement.

The remainder of the Central HMA is divided to the east and west of Birmingham. Zone analysis commissioned for the strategy established that different housing pathways are present to the east and west of Birmingham. The **east-central** zone demonstrates a mismatch between demand and supply of social housing within Coventry and Birmingham and reflected in the highest levels of housing stress in the Region related to high BME growth (para 3.65).

In the **west-central** zone a limited range of neighbourhood types and housing pathways exist and the role of the HMRA Pathfinder and the Black Country Study in underpinning restructuring of housing markets require support.

ii) North HMA: comprises 13% of the Region's population and contains the Stoke conurbation, Staffordshire Moorlands, East Staffordshire and Stafford (Table 3.1 and 3.2).

Outside the Pathfinder 'RENEW' there are two priorities for investment: Outside the HMRA, Market Towns should be emphasised especially in Staffordshire Moorlands where the provision of social housing is low compared to the sub-regional average and support for social housing in East Staffordshire (Burton). In Burton the impact of RENEW will be weakest and there is evidence to support some investment in social housing due to the market pressures from the East Midlands in particular (para 3.77).

iii) South HMA: comprises a swathe of local authorities from Malvern Hills and Wyre Forest in the west to Stratford and Warwick in the east (see table 3.1); 15% of the Region's 5.27m population reside in this HMA (Table 3.2).

Intra-regional migration from the conurbation has the biggest impact on the South HMA. With high rates of owner occupation the South is attractive to commuters and economically active households. A very low proportion of the South's housing stock is affordable housing (social housing) and as a consequence the HMA has high levels of homelessness and affordable housing needs.

iv) West HMA: comprises the remoter rural authorities of Oswestry in the north to the Herefordshire UA in the south and extends eastwards to Bridgnorth and North Shropshire. The HMA houses less than 10% of the Region's population (Table 3.2).

The West is less influenced by the dynamics and migration trends affecting the conurbation and is more influenced by inter-regional migration trends and retiring households from outside the Region. In remote rural parts of this HMA general investment in social housing in small settlements is not likely to be economically sustainable. However the social- sustainability arguments are keenly felt and strongly made. Future investment therefore needs to be aligned with the WMRES in the context of the spatial relationships and function of Market Towns.

The analysis presented in this RHS highlights the distinctiveness of the four HMAs and has contributed to the development of the investment priorities (para 1.15 to 1.36) and spatial targeting.

Apply the principles of urban and rural renaissance

Following the 2003 regional housing strategy, this RHS refines the thinking behind the delivery of rural and urban renaissance. Analysis of Special Migration Statistics from the 2001 Census, for example, has demonstrated that the more remote rural parts of the Region are least affected by migration from the West Midland's MUAs (para 3.38). The shared evidence household survey showed that households took up that only 4% of new build housing within the Central HMA from other HMAs in the West Midlands (para 3.31).

The implication of this is that recently built housing in the Central HMA does very little to attract households currently living in other West Midland's HMAs; whilst efforts to retain economically active or retiring households within the MUAs will have a smaller impact on the remote rural areas. This requires a differential approach to rural renaissance and a response, which reflects the different pressures within the rural parts of the HMAs outside the MUAs.

Secure Mixed and Balanced Communities

Renaissance and sustainability require an approach that secures mixed and balanced communities; in doing so the strategy has recognised the different functions of the Region and the way in which the four HMAs operate. Key to this has been a considered understanding of the differential impact of economic change. The growth of the service economy and, crudely, the imbalance of the Region between the north (dominated by declining manufacturing) and the south with a trajectory towards increasingly knowledge intensive employment are illustrated in Figure 2.3.

These trends reflect not only the path dependency of previous economic legacies, but also reflect the housing choices on offer to workers within these different parts of the regional economy. The outcomes of this legacy are reflected in the strength of the managerial and, professional occupations in the South and to a lesser extent the West (Table 3.6). In these housing markets there is a need to restructure the choice of dwellings and the tenure structure towards smaller and affordable housing for local needs (Chapter 3).

Balancing communities also implies addressing the continued segregation of the BME population which has increased by almost 170,000 between 1991-2001 (Table 4.1), but which remains concentrated in the MUAs. More than 8 in 10 (83%) of the BME population resides in the MUAs – a pattern of residence, which is being replicated by asylum seekers and refugees (ASRs) migrating to the Region (Figure 4.3).

Unite the Efforts of Private and Public Sectors

There are large parts of the Region where both private and public sectors have historically biased their housing types to a limited section of the market. This must now change. The RHS sets the compass bearing for new development and interventions in the existing stock of housing which will be secured though the cooperation and determined leadership of local authorities' housing strategies and associated forward planning documentation, together working in mutual support towards the goals established in the RHS and RSS. This step change will be achieved alongside the creation of a robust economic base developed through the WMRES (para 1.17).

Facilitate Economic Change and Development

The RHS will need to support the Regional Economic Strategy in securing the diversification of the regional economy towards higher value, more sustainable economic activity by encouraging the provision of appropriate housing choice. In so doing it will complement the RSS in delivering a more balanced spatial distribution of economic growth within the Region (para 1.7). The role of housing will be to complement the WMRES and RSS by securing, for

example, affordable housing outside the MUAs in locations that underpin the sustainable economic regeneration (para 3.80 and 3.82).

Secure Decent Homes and Affordable Homes

The Single Regional Housing Pot (SRHP) is initially divided into two parts. Reflecting Ministerial guidance, the first principle use is to assist local authorities with reaching the Government's Decent Homes Standard in municipal stock by 2010, addressing the housing needs of vulnerable people in the private sector and funding the exercise of other Housing powers in their area. This will particularly focus on renewal and growth centred on the Major Urban Areas as set out in the RSS (para 1.20). The strategic response to Decent Homes is set out from paragraph 5.20 onwards. The second principle use of the SRHP is, via the Housing Corporation, to fund the procurement of social and affordable housing.

In consultation with the Region and at housing market area events, affordability was seen across the Region as the most important single issue. Whilst, it is prioritised in this RHS, viewed another way, affordability can be seen as an outcome of other drivers affecting housing markets rather than a uniform problem with the same drivers across the Region. Throughout the strategy a number of drivers impacting on affordability are picked up:

- Increased pressure on housing markets outside the centres of economic growth and the MUAs through increase choice for economically active groups due to increased commuting and relative reduced costs of commuting (para 2.33) and the role of migration;

- A rise in home working which has meant that the more affluent have greater choice and move to more desirable parts of the Region putting pressure on local housing markets (2.34);

- Polarised and segregated housing markets which has resulted in under utilisation of parts of the housing stock (para 2.20) and a dislocation between demand and supply of affordable housing for some households (para 4.25);

- The need to raise incomes in the rural remote areas and engage with a regeneration agenda (para 1.58).

The delivery of affordable housing can be served in part by aligning investment with sustainable local need and delivering the urban and rural renaissance agenda. However, the scale of the problem is reflected both in the level of household growth and the income to house price relationship, which in the more rural parts of the regon is approaching and exceeding 9 times newly forming household incomes (Table 2.4).

Contribute to Social Inclusion

There is a continuing requirement to engage with excluded communities and groups. This strategy is committed to this process of engagement and through governance arrangements developed networks on specific themes and commissioned research in the following themes that has highlighted policy concerns and implications:

- Black and Minority Ethnic Communities

- Homelessness

- Supporting People

- Asylum Seekers and Refugees

- Gypsies and Other Travellers

Recommendations and policy proposals cut-across the priorities set out above and have a resonance with the key priorities of affordable housing, Decent Homes, balancing housing mix and choice and delivering pathways of choice and urban and rural renaissance (Chapter 4).

Executive Summary

The approach to allocation of resources to local authorities and registered social landlords (RSLs) and other delivery agents for the period 2006/08 is significantly different to the formulaic way it has been done in the past. This draft allocation strategy should not be considered in isolation, but rather alongside the draft Regional Housing Strategy (RHS) for which it provides the first stage of implementation. The RHS is being issued for consultation simultaneously. It takes account of responses to both the RHS Issues paper and the consultation paper on the allocation methodology issued on 17 February 2005. Any substantial changes to the RHS as a result of this latest consultation may need a change in the allocation strategy.

The Regional Allocation Strategy clearly targets large amounts of Single Regional Housing Pot (SRHP) funding to the key priorities, both thematic and geographic, in line with the draft RHS and Office of the Deputy Prime Minister's (ODPM) policy. Local housing authorities will need to consider the use of other resources available to them for the funding of other areas of activity.

Overview of proposed housing allocations

The Regional Housing Board has particularly recognised that:

1. Funding is required to meet the local authority Decent Homes standard across the region where stock retention is the agreed option, and £63m has been put aside for LAs for this purpose over the 2 year period
2. Funding is required to help achieve the Decent Homes standard for vulnerable people living in private sector properties across the region. It has allocated £23m in 2006/07 for this purpose and £30m for 2007/08 when it is hoped more information will be available on the extent of the problem across the region.
3. Funding is required, primarily in the Central and North Housing Market areas, to assist actions to address the low demand issues, the worst private sector stock conditions and the particular needs of coalfield communities. Funding of £87m is allocated in 2006/07 for renewal and growth activity and £ 93m in 2007/08, when more evidence of need and availability of other resources is available. The Approved Development Programme(ADP) will also give priority to low demand areas
4. There is a need for more funding for affordable housing particularly in the South and, to a lesser extent, the West Housing Market areas than has traditionally been provided. The funding needs to take into account the fewer opportunities to provide additional affordable housing through, for example, s106 agreements in certain rural areas. It is recognised that as a result of stock transfers there is less of a stock condition problem in rural areas than there has been in the past. Funding via HIP and ADP have therefore been rebalanced to better meet the needs of these areas. In rural areas there needs to be a move from HIP to ADP and in MUAs there needs to be funding to reflect the relatively poor housing stock.
5. A further £6m has been put aside so that no local authority receives less than 40% in 2006/07 and 30% in 2007/08 than the amount it received in HIP in 2005/06, to ensure that essential activities can continue, for example, contributions to Disabled Facilities Grant

6. There is a need to address the low level of funding for Supporting People schemes. 10% of ADP (£20m) is earmarked for this purpose over the 2 year period

The Regional Housing Board has taken the following factors into account when putting together this allocations strategy:

- Affordable housing allocated on a Housing Market Area (HMA) basis is in line with the Shared Evidence Base and the Regional Spatial Strategy, taking into account;
    o the balance between the need for social housing and low cost home ownership in each HMA
    o the needs arising from Housing Market Renewal Area (HMRA) Pathfinder and housing structuring
    o high levels of families in temporary accommodation, where existing stock cannot be utilised better
    o supporting people, either new provision or remodelling and particularly taking into account the needs of areas of low demand/restucturing, and the need to address the under provision of recent years, but only where revenue funding is available
    o the possible demand for assistance for gypsy and travellers site provision
- The amount put aside for local authority Decent Homes is in line with the figure agreed/estimated in Option Appraisal exercises (If the actual figure when all Option Appraisals have been completed by July differs from this figure, the renewal and growth figure will be adjusted accordingly)
- Resources for Decent Homes occupied by vulnerable people in the private sector will be allocated for 2006/07 on the basis of the amount local authorities targeted on this category in 2004/05. It is anticipated that better data and LA strategies will allow a more precise targeting of resources for 07/08.
- Renewal and growth – based on estimates of funding required to support the major areas of housing low demand and market restructuring, mainly to be targeted in the Major Urban Areas (MUAs). A lesser amount is included to address the areas most in need of private sector renewal outside the major low demand areas and to address the particular problems of ex coalfield areas.
- For 2006/7 whilst account has been taken of the need for funds for housing market restructuring activity, this need has been estimated in the absence of prospectuses for those areas.
- For 2007/8 further resource has been provided for restructuring authorities which will be allocated once prospectuses have been produced, when evidence of need and the availability of other resources is available
- The board recognises the potential housing problems in Coventry and Nuneaton and Bedworth and will encourage these local authorities to work together to research the nature of the problems in these areas
- A small amount is put aside to support research that will support future allocation and regional housing strategies.

This allocation strategy sets out a pattern of public investment which in many respects differs from previous years, but it is important therefore those reading this document understand and if necessary respond to this as part of this consultation exercise.

Environmentally and technologically engaged

Applying the principles of good construction and design can benefit both the environment and help to reduce social exclusion by providing energy efficient housing that benefits all parts of the community.

Design excellence, sustainable construction and sustainable improvements to existing homes, as set out in the ODPM Five Year Plan, will be promoted by the RHS (para 5.32). The Regional Energy Strategy looks to the Regional Housing Strategy and Local Housing Strategies to ensure that housing policies are consistent with the new strategic approach to energy, requiring priority to be given to energy efficiency, renewable energy sources and district heating (para 5.37).

However, delivery of RHS objective is dependent upon the efficiency and capacity of the construction industry in the Region identified. The objectives will only be achieved if the housing sector is able to recruit sufficient numbers of skilled workers. Employers and trainers will need to co-operate in addressing skills and capacity shortfalls if the supply of skilled labour is to match demand (see Appendix 4.1). The Egan Skills for Sustainable Communities Agenda is crucial in this regard.

Targeting Investment

To deliver on the strategic priorities set out in this RHS, it is essential to target spending to those parts of the Region that require investment in their housing infrastructure and can deliver on the strategic goals. The strategy needs to balance need against long-term strategic objectives. To meet the priorities set out in Chapter 1 of the RHS cross reference is made to the RSS and the RES. Support for HMRAs and other area based housing market interventions are supported as is affordable housing in rural Market owns and within the Rural Regeneration Zone (paras 3.58 to 3.85).

Next Steps

Household forecasts

Delay in the issuing of new household projections by the Office of National Statistics has meant the RHS has had to take as 'given' the housing land release figures, which form the land release policy in the confirmed Regional Spatial Strategy (RSS) for the West Midlands and applied as the policy for housing requirements in this RHS (para 1.4).

A refreshed understanding of the profile of housing needs will lead the way to a revision of the housing land supply profile across the Region. This work will now be done jointly between the RHB and West Midlands Regional Assembly, as the Regional Planning Body, in preparation for the Partial Review of the RSS, which at the time of writing will commence later in 2005 (para 1.5).

Monitoring

Consistent with ODPM requirements, RHB and the Regional Assembly are developing a combined, comprehensive monitoring system. This will monitor the impact of housing policies in both the RHS and RSS and the wider market environment (para 6.3).

On Supporting People, and other thematic policy topics integrated annual reports will be provided demonstrating performance against strategic themes subject to resources. (para 6.14); it is intended that the themed working groups continue and be represented on the existing RHP (para 6.49).

THE DRAFT REGIONAL HOUSING STRATEGY AND ALLOCATIONS STRATEGY FOR THE WEST MIDLANDS.

SUMMARY OF THE ISSUES INCLUDED WITHIN THE OFFICER WORKING GROUP RESPONSE SUBMITTED BY THE DISTRICTS WITHIN THE SOUTH HOUSING MARKET AREA

The response:

- Welcomes the publication of the WM Regional Housing Strategy (RHS) and its recognition of issues facing the South Housing Market Area (Worcestershire and Warwickshire).
- Identifies that although the issue of affordability is recognised as the big issue, the strategy does not give sufficient weight to assisting with the problem.
- Identifies the conflict between the RHS and the Regional Spatial Strategy which in limiting new allocations in the shire districts may inflate house and land prices as there may be more competition for housing from those still wishing to migrate out from the conurbation.
- Questions the accuracy of some of the data used in the formulation of the strategy and accordingly additional information upon housing needs is being supplied to support the point.
- Welcomes the recognition of the pressures of outward migration upon the Southern Housing Market Area and the priority given to addressing local housing need.
- Expresses a concern that the RHS does not provide a strong enough basis for lobbying and attracting resources to the West Midlands.
- Suggests that the format of the document would benefit from being shorter and less bureaucratic in its language.
- Challenges the implicit assumption within the document that local authorities are not making best use of their resources and must prove that they are doing so before seeking additional resources and suggests that there should be greater recognition of efforts already being made.
- Identifies concerns regarding the proportion of the regional allocation that is allocated through the HIP route (which is only a borrowing authority), as this is unhelpful to debt free authorities.
- Raises an issue with a statement in the RHS that "the WM Regional Spatial Strategy at no point prevents sufficient affordable housing to be built to meet local needs". Whilst this is true in theory, in practice it is difficult to provide rural housing without direct grant funding because the use of planning powers in rural areas is very limited as there is very rarely large enough private development built to cross subsidise affordable housing, even when this is permissable.
- Identifies that the impact of ongoing outward migration is neglected.
- Suggests that funding is required to provide the type of accommodation that meets the aspirations of older people in order to reduce under occupancy of family accommodation.

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- Requests more resources to be made available for shared ownership and low cost housing options for older people.

- Funding should be ring fenced for re-modelling of less desirable housing for older people and also to promote move on accommodation from supported housing schemes.
- Provision should be made to enable a response to sudden economic events such as the Rover plant closure.
- Recommends that the allocation of funding should recognise the impact of emerging hi-tech corridors upon affordability problems for local people.
- Questions the practicality of the suggested use of CPO powers to help provide sites for affordable housing outside of the major urban areas.
- Identifies that whilst private development is necessary for planning powers to be effective in providing affordable housing, it will continue to attract inward migration to the south housing market area. However, 100% affordable housing cannot be achieved without sufficient social housing grant.
- Suggests that pressure be put on the ODPM to lift restrictions that it imposes on some shared ownership schemes that make it compulsory for the occupant to be able to staircase out to full ownership. To enable shared ownership schemes to be available in perpetuity and benefit future occupants it is recommended that the ability for occupants to staircase out to full ownership should be withdrawn.
- Welcomes the emphasis placed upon monitoring affordability at sub regional level and the proposal to work towards joined up working on assessing housing needs within the sub market areas and identifies the need for financial support to make this work.
- Identifies that affordability issues need addressing across the entire South Housing Market Area (SHMA) and not just in the major urban areas e.g. Worcester, Stratford and Warwick.
- Identifies the increasing problems of homelessness across the SHMA, the above average number lettings that are allocated to priority homeless households and the inability to meet housing needs.
- Identifies that The RHS underplays the ageing population and also the housing needs of younger people.
- Asks that the RHS address the reducing funding for supported housing imposed by the Supporting People regime and lobbies for additional resources.
- Recommends that the RHS should promote ring fenced grant funding to provide move on accommodation specifically to enable people to move out of supported housing to avoid silting up of schemes and enable their more effective use.
- Identifies that future provision for Gypsies and Travellers should not be based upon historical patterns but on identified needs and that these should be reviewed by the Regional Housing Board (RHB).
- Strongly recommends that the RHB bring in financial incentives to local authorities to introduce programmes designed to encourage owner occupiers to invest more in the maintenance and repair of their homes.

- Recommends a more flexible and generous approach to the allocation of Housing Corporation grant towards Sect 106 schemes that due to abnormal costs are not viable without some additional grant funding to supplement the developers contribution.
- Asks that pressure be put on public authorities to provide land at below open market value to assist in providing affordable housing.
- Endorses the need for regional data collection and definition of affordable housing.
- Seeks RHB funding for the appointment of Rural Housing Enablers.
- Makes the RHB aware that the officers of Worcestershire and Warwickshire are already operating as a Housing Market Area Working Group and endorses the approach set out in the RHS and as such would like to see the RHS strengthened as a lobbying tool for adequate resources to address the issues identified in the strategy.
- Strongly urges representation from each of the four sub market areas on the Regional Housing partnership.
- Expresses concern at the loss of specific target for Housing Corporation grant funding of rural housing. A target is essential to ensure that the very different, but equally pressing needs of rural areas are not neglected in comparison with the overwhelming geographic priority given to the urban areas.
- Identifies the need for funding to provide flexible forms of temporary housing managed by local authorities or RSL's to help minimise the use of B&B accommodation.

BROMSGROVE DISTRICT COUNCIL

EXECUTIVE CABINET

22ND JUNE 2005

AFFORDABLE HOUSING CAPITAL PROGRAMME

Responsible Portfolio Holder	Cllr P.J. Whittaker
Responsible Head of Service	Head of Strategic Housing

1. **SUMMARY**

1.1   The report provides details of the affordable dwellings delivered in the District during 2004/5 and a projection of dwellings (including those already completed since April) scheduled to become available during 2005/6 and schemes being worked up for 2006/7.

1.2   The report asks for approval of slippage into 2005/6 of funding for two housing schemes for which housing grant has been committed.

1.3   The report summarises the budgets within the approved Strategic Housing Capital Programme for 2005/6 and sets out the spend upon schemes already approved and makes recommendation for the use of the remaining funding.

1.4   To ensure that all available Sect 106 commuted sums are effectively utilised, the report asks for Cabinet approval to be granted for delegated authority to be given to the Portfolio Holder and Head of Strategic Housing to allocate remaining funds and approve any necessary adjustments to the allocations already made to schemes to ensure appropriate spend against the approved budgets.

2. **RECOMMENDATION**

2.1   That the detail of affordable housing dwellings that have been delivered and those projected be noted.

2.2   That slippage into 2005/6 be approved of funding committed to the two housing schemes itemised at 5.2 of the report.

2.3   That the affordable housing schemes recommended for spend against approved capital budgets itemised in Column III of the table set out at 5.3 of the report, be approved.

2.4 That delegated authority be granted to the Head of Strategic Housing in consultation with the Portfolio Holder for Community Safety & Strategic Housing to allocate the funding remaining within the approved capital budgets and where necessary approve adjustments to the allocations made to schemes within the approved capital budgets.

3. **BACKGROUND**

3.1 One of the key aims and objectives incorporated within the Community Plan and the Council's Corporate Plan and Housing Strategy is the provision of additional units of affordable housing. The provision of a range and choice in the type and tenure of affordable housing is a priority that is emerging from recent consultation that has been undertaken in preparation for the re-drafting of the Council's Housing Strategy. The results of the recent Housing Needs Survey undertaken by Fordham Research identifies that whilst the need for rented accommodation is high, up to one third of the District's housing need can be met through the provision of intermediate affordable housing such as low cost and shared ownership schemes.

3.2 As an enabling authority that no longer retains a housing stock, the development of additional units of affordable accommodation is encouraged with partner Registered Social Landlords (RSL's) through liaison and steering work and by way of Local Authority grant assistance.

4.0 **PROVISION OF ADDITIONAL AFFORDABLE HOUSING 2004/5 & 2005/6**

4.1 The following table details the affordable housing units that have been delivered during 2004/5.

YEAR	RSL	R- Rent SO-Shared Ownership LC - Low Cost Fixed Equity	SCHEME	No OF UNITS	COMPLETION DATE	LA FUNDED or HOUSING CORP FUNDED £
2004/5	Bromford	R	May Farm Close, Hollywood	2 x 3 Bed Houses	April 2004	Hsg Corp
	Bromford	R	Shawfield / Mynors Cresc, Hollywood	3 x 3 Bed Houses	April 2004	Hsg Corp
	Servite	R	King Edward Av, Sidemoor	2 x 3 Bed Houses	May 2004	Hsg Corp
	Nexus	R	10 Wesley Walk Purchase & Repair (General Needs)	1 x 3 Bed House	June 2004	LA
	NEXUS	R	345 /347 Birmingham Rd	2 x 3 bed Houses	August 2004	LA
	NEXUS	R	15, Austin Rd, 35 Lingfield Walk, and 29 Spenser Walk, Purchase & Repair (General Needs)	3 x 3 Bed Houses	Oct/Nov 2004	LA
	NEXUS	R	187 Austin Rd, 42 Villiers Rd, 21 Milton Rd, 11Beehive Close (Accom for Homeless) - Purchase and Repair	4 x 3 Bed Houses	Nov/Dec2004	LA
	Festival Housing Group	LC	Home Buy - DIY Low Cost houses - Various locations across the District	9	April04-March 05	Hsg Corp
TOTAL				26		

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4.2 The following table details the affordable housing units that are projected to be completed during 2005/6 and schemes that are in the pipeline for 2006/7.

YEAR	RSL	R- Rent SO-Shared Ownership LC - Low Cost Fixed Equity	SCHEME	No OF UNITS	COMPLETION DATE	LA FUNDED or HOUSING CORP FUNDED £
2005/6	BDHT	R	Buy Backs (Homelessness) 108 Austin Rd 142 Austin Rd 358, Lyttleton Av	1x 2BF 1x2BF 1x 3 Bed Mais	15.04.05 15.04.05 June 05	LA
	Bromford	R	All Saints, Bromsgrove	8 x 2 Bed Flats	May 05	Sect 106 (LHSHG)
	Bromford	R	All Saints, Bromsgrove	2 x 2 Bed Houses 4 x 2 Bed Flats	May 05	Sect 106
	Bromford	R	Saffron House, Stourbridge Rd.	8 x 1 Bed Flats	June 05	Hsg Corp
	NEXUS/WM	SO	Forge Avenue, Aston Fields	11 x 2BF	May 05	LA
	NEXUS/WM	LC	Garrington Road, Aston Fields	9 x 2BF	May 05	
	Rooftop Hsg Group	R	9 Churchstone Close, Bromsgrove (Learning Disabilities)	1 (4 clients)	4.4.05	LA
Sub total				46 Delivered Apr-June 2005		
	Spa Housing	*R*	*Monument Drive Hagley (Unilateral undertaking) - Rent*	*6x 2 Bed Flats*	*July 06*	*Sect 106*
	Spa Housing	*SO*	*Monument Drive Hagley (Unilateral undertaking) - shared ownership*	*5x 2 Bed Flats*	*July 05*	*Sect 106*
	Bromford	*R*	*York Rd*	*2 x 3 Bed Houses 1 x 2 Bed House*	*05/ 06*	*LA*
	Bromford	*R*	*Hollywood Lane*	*2 x 3 Bed House*	*05/ 06*	
	EPHA (Rooftop)	*R*	*Grafton Cres*	*2 x 3 Bed Houses*	*Spring 06*	*LA*
	EPHA (Rooftop)	*R*	*Foxwalks Av*	*2x 2 Bed Houses*	*Spring 06*	*LA*
	EPHA (Rooftop)	*R*	*Ryfield Road Garage Site*	*5x 3Bed House*	*Spring 05*	*LA*
	NEXUS/WM	*R*	*New Road*	*5 x 3 Bed Houses 4x 2 Bed Houses*	*Autumn 05*	*Hsg Corp*
	Festival Hsg Group	*LC*	*Home Buy - DIY Low Cost - Various locations*	*11*	*Throughout year*	*Hsg Corp*
	BDHT	*R*	*Buy Backs (Subject to approval and identification)*	*5*	*Throughout year*	*LA*
TOTAL				*96 (05/06 proj Total)*		
2006/7	*EPHA (Rooftop)*	*R*	*Broad St Development*	*15 x 2 b flats*	*Still under negotiation*	*LA*
	Servite	*R*	*Villiers Rd*	*8x 3/4bed houses & 4 flats*	*Awaiting PP*	*Pending Hsg Corp funding*

15/3

	NEXUS	R, SO, LC	Belbroughton	15 2 & 3 BH	Awaiting PP	Pending Hsg Corp funding
	To be decided	LC, R	Eachway Garage Site	6 x 3bh & 2 bung	Spring 06	LA
	Bromford	R	Callowbrook Lane, Rubery	9 x flats/ bungalows	?	Pending Hsg Corp funding
			Alvechurch Rural	20	?	Pending Hsg Corp funding
			Clent Rural	12	?	Pending Hsg Corp Funding
			Homebuy?	10	?	Pending Hsg Corp Funding
TOTAL				95 (estimated)		

5.0 APPROVED CAPITAL PROGRAMME 2005/6 - AFFORDABLE HOUSING PROVISION

5.1 The following table sets out the capital budgets that have been approved for the provision of additional affordable housing during 2005/6.

    5.1.1 Column II details the schemes that have already been approved by Cabinet for spend against the budgets.

    5.1.2 Column III sets out further schemes that are recommended for approval against the budget.

    5.1.3 Column IV identifies the budget currently remaining available for allocation. Please note that where indicated *, the amount of the budget available for spending may be restricted as dependent upon capital receipts being paid into the Council.

5.2 Slippage is requested in the grant funding made available in the 2004/5 programme into 2005/6 for two RSL schemes where grant has been committed to Registered Social Landlords for the development of affordable housing. The schemes for which approval of slippage is requested are as follows:

    4 houses on garage sites (Grafton, Foxwalks) - £64,000

    Grants to RSL York Rd & Hollywoood La/Houndsfield Close - £128,000

5.3

Column I APPROVED CAPITAL BUDGET		Column II SCHEMES ALREADY APPROVED BY CABINET	Column III RECOMMENDED SCHEMES FOR APPROVAL	Column IV GRANT REMAINING FOR ALLOCATION
Funding for 4 houses Grafton Cr & Foxwalks Av Garage Sites.	**96,000 (inc £64k slippage from 04/05 - subject to approval)**	Grant funding to Rooftop Housing Group for the provision of 4 x 3 Bed Houses (Rent)	.	Nil- Budget fully allocated scheme progressing

Funding for 5 houses Ryfields Road Garage Site.	77,000	Grant funding to Rooftop Housing Group sufficient for the provision of 4 x 3 bed houses (Rent)		Nil - Budget fully allocated scheme progressing.
Funding for 3 houses at York Rd, Sidemoor and 2 houses at Houndsfield Cl, Hollywood.	**160,000 (inc 128,000 slippage from 04/05 - subject to approval)**	Grant funding to Bromford Housing Group for a total of 5 houses (4x 3bed and 1 x 2 bed) on two sites. (Rent)		Nil - Budget fully allocated scheme progressing.
Funding for 15 flats at Broad Street, Sidemoor	600,000	Grant funding to Rooftop Housing who have been negotiating for the housing element within a privately developable project. Scheme not progressing despite exhaustive negotiation by RSL.	- Grant funding for provision of 8 houses and 4 flats at Villiers Rd, Charford. (Back up scheme being worked up and recommended for application of budget in event of Broad St Scheme failing to progress)	600,000 if Broad St scheme fails to progress.
Grants to RSL - Shared Ownership/Low cost & or Rent	485,000	Grant funding to West Mercia Housing Group for the provision of 11 x 2Bed Flats (shared ownership) and 9 2Bed Flats (Low Cost Fixed Equity)		Nil - Budget fully allocated scheme progressing.
Grants to RSL's - Housing To Rent (New Build)	140,000	Churchstone Close Group Home (Rooftop) - £25,000	- Grant funding of £20,000 for a third house to be built on the Grafton Cresc Site (Rooftop Housing). - Grant funding of additional £18,000 required to achieve 5th house on Ryfield Rd, site (Rooftop Housing). £77,000 remaining unallocated	115.000
Grants to RSL's Housing To Rent (Purchase & Repair) *	100,000 *			* Currently nil as dependent upon incoming Sect 106 receipts
Grants to RSL's - Shared Ownership (New Build / DIY) *	50,000 *			* Currently nil as dependent upon projected capital receipts.

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Grants to RSL's - Low Cost Shared Equity/Shared ownership/Rent Housing	**58,000**	Grant funding to West Mercia Housing Group for the provision of 11 x 2Bed Flats (shared ownership) and 9 2Bed Flats (Low Cost Fixed Equity)	Budget fully allocated scheme progressing.	Nil
Grants to BDHT - Ex Council Dwelling Buy Backs *	**220,000***		Allocate funding to assist BDHT to buy back former council dwellings in parts of the District where housing need is most acute.	Dependent upon projected capital receipts. 210,000 currently available for allocation.

5.3　　Members are asked to approve the schemes recommended in Column III of the above table against the budgets already approved and set out at Column I.

5.3　　The funding supporting the Affordable Housing Capital programme set out above is provided from a number of sources including Sect 106 commuted sums, that must be spent within a prescribed time, and other sources such as projected capital receipts which can then only be committed once a capital receipt has been paid into the Council. Achieving a balanced spend against the funding that is currently or projected to become available requires close monitoring and where necessary adjustment. Members are therefore asked to consider granting delegated authority to the Head of Housing Services in consultation with the Portfolio Holder for Community Safety and Strategic Housing to allocate remaining funds and approve adjustments to the allocations made to schemes within the approved budgets.

6.0　　Financial Implications

6.1　　The budgets listed in the table set out under 5.1 above relate to funding approved by members within the 2004/5 and 2005/6 Strategic Housing Capital Programmes.

6.2　　The Council's Capital Accountant has been consulted in the formulation of this report and has approved its content.

Background Papers

None

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BROMSGROVE DISTRICT COUNCIL

EXECUTIVE CABINET

22ND JUNE 2005

LOW COST HOUSING DEVELOPMENT - EACHWAY, RUBERY

Responsible Portfolio Holder	Cllr P.J. Whittaker
Responsible Head of Service	Head of Strategic Housing

1.   **SUMMARY**

1.1   The report updates members on the process that is being carried out to achieve low cost fixed equity affordable housing on a garage site that has been previously identified and approved by the Council for the purpose. The report asks for authority to convey the land to a Registered Social Landlord and for officers to be authorised to negotiate the best terms available and to apply to the Office of the Deputy Prime Minister for consent to dispose of land to an RSL at less than best consideration for the purposes of providing affordable housing for low cost sale.

2.   **RECOMMENDATIONS**

2.1   That authority be given for the land within the development site at Eachway Garage Site and Maple Road (detailed at Appendix I) to be conveyed to a Registered Social Landlord at zero, market or below market value as necessary to achieve the provision of affordable housing to rent and for Low Cost Fixed Equity sale and if appropriate any capital receipt be re-cycled as social housing grant.

2.2   That the Corporate Director (Resources) be granted delegated authority to negotiate the best terms for funding the provision of low cost housing on the site.

2.3   That authority be given to apply the Office of the Deputy Prime Minister for consent under Sect 25 of the Local Government Act 1988 to dispose of the land identified in the report.

3.   **BACKGROUND**

3.1   A garage site at Eachway, Rubery has been identified by the Council for the provision of affordable housing and was excluded from the assets transferred to BDHT when LSVT took place last year.

3.2   In response to the local consultation that was carried out and the concerns expressed by local residents, Cabinet approval was granted for six low cost houses for sale at 70% of market value to be developed on the garage site and that an older persons bungalow development (1 or 2 units for rent) be provided on the Maple Road section of the site.

3.4   A process of assessing the best value for money options in developing this site to its full potential has been undertaken out to achieve the desired development without a grant contribution as Government and Housing Corporation funding is not available to support low cost housing schemes in areas other than the South East of England and East Anglia where funding is made available for Key Worker schemes.

3.5   As Housing Corporation grant funding for the bungalow element of the development is also unlikely to be forthcoming and the Council's capital programme is heavily committed I am aiming to make the scheme self funding.

3.6   A bidding process with partner RSL' s who operate in the area has been undertaken and four expressions of interest in developing the site have been received. The submissions received vary extensively from being able to make a contribution towards the purchase of the land from the Council to bids that require free land and some additional development grant.

3.7   Negotiation is ongoing with RSL's to achieve the desired development and to ensure the viability of the schemes being proposed as build costs and abnormal expenses on small sites of this nature are critical to achieving affordable housing.

3.8   The prospective housing associations have needed to be sure that the type of housing (i.e. low cost houses for sale and bungalow/s for rent) that is proposing for the site is suitably matched to the housing needs of the District and that the development will be sustainable. The Housing Needs Survey information that we have recently received from Fordham Research substantiates the need for the low cost housing option and confirms that it will meet a sector of the housing needs of the District.

3.9   The resolutions approved by Cabinet in 2003 provide the authorities necessary to assemble the site, apply for planning permission, apply for authority to close a footpath running through the site and convey land for the proposed bungalow development. However the authority to convey land to a Registered Social Landlord to provide the low cost housing was omitted from the previous report and now comes forward for member's approval.

3.10   For completeness and to allow the officers to negotiate the best value option, Members are asked to approve a recommendation that authority be given for the land within the development site at Eachway garage site and Maple Road (detailed at Appendix I) be conveyed to a Registered Social Landlord at zero, market or below market value as necessary to achieve the provision of affordable housing to rent and for Low Cost Fixed Equity sale.

3.11   The recommendation asks for delegated authority to be given to the Corporate
        Director (Resources) to negotiate the best value option for the Council in terms of
        granting land to the RSL or selling at market or below market value and re-
        cycling the capital receipt as LA grant towards the scheme.

4.   Financial Implications

4.1   The financial implications of the proposals are that the potential open market
        value of the land is being given as a contribution towards the provision of
        affordable housing. The view of the Council's Valuation and Property Officers
        that the potential open market value of the site for private development (subject
        to planning permission being granted) would be in the order of £375,000.

4.2   The report has been considered and approved by the Capital Accountant.

5.   Legal Implications

5.1   Unlike in the provision of affordable housing to rent or shared ownership, special
        consent is required from the ODPM under Sect 25 of the Local Government Act
        1988 for the disposal of land to an RSL at less than best consideration for the
        provision of housing that will be sold on the open market.

        Background papers

        The General Housing Consents 2005 - Section 25 of the Local Government Act
        1988.

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BROMSGROVE DISTRICT COUNCIL

EXECUTIVE CABINET

22ND JUNE 2005

ARRANGEMENTS FOR THE REVIEW OF DECISIONS UPON HOMELESSNESS OR NON- ACCEPTANCE ON THE COUNCIL'S HOUSING REGISTER

Responsible Portfolio Holder	Cllr P.J. Whittaker
Responsible Head of Service	Head of Strategic Housing

1. SUMMARY

1.1 In order to ensure that the Council's procedures are robust, fair and transparent, the report proposes a revision to the method by which the Council deals with appeals against decisions made in respect of matters connected with homelessness or non-acceptance of an applicant on to the Council's Housing Register.

2. RECOMMENDATIONS

2.1 That a two stage housing appeal process be introduced whereby each request for a review of a homelessness housing decision should firstly be considered by a senior officer of the Council or an independent body acting as an agent for the housing authority, and a that where the applicant is not happy with the review decision they be entitled to request that the case be heard by the Council's Appeals Panel.

2.2 That for a probationary period of 12 months one representative of BDHT continue to be invited to form part of the Appeals Panel when cases are reviewed at the second stage.

2.3 That the officer carrying out the first stage review, in addition to considering written submissions, should in all cases, when minded to make a decision that is against the applicants interests, invite the applicant to make an oral representation.

2.4 That the Council's Head of Legal Services be authorised to investigate and make the necessary arrangements to provide the review procedures recommended at 2.1 and 2.2 above.

17/1

3. BACKGROUND

3.1   Under the Housing Act 1996, homeless applicants have a right to request the housing authority to review their decisions.

3.2   When a housing authority has completed its enquiries into an applicants homelessness case under Sect 184 of the Act, they must notify the applicant of their decision and reasons for it; and of his or her right to request a review and the time within which such a review must be made.

3.3   The right to request a review relates to decisions made by or on behalf of the Council in respect of:

3.   a homeless applicants eligibility for assistance with housing
- the duty owed to the applicant under the Act
- referral of an applicant to another authority
- the suitability of the accommodation offered to the applicant

3.4   For many years this authority has followed a procedure whereby requests for a review of housing decisions have been referred directly to the Council's Appeals Panel. The only exception to this being where information has come to light that has enabled the officers to alter a decision.

3.5   The process has continued unchanged following LSVT. Under the Housing Agency Agreement with the Housing Trust, BDHT officers carry out the homelessness duty for the Council and issue the formal Sect 184 letters to homeless applicants setting out the decision that has been made on the issues set out at 3.3 above. Requests for a review of these decisions continue to be referred to the Council's Appeals panel, which since last year includes BDHT officer representation.

3.6   An applicant has a right of appeal to the County Court if they are dissatisfied with the decision of the review or have not been notified of the decision within the time prescribed in the regulations. On appeal, a County Court is empowered to make an order confirming, quashing or varying the housing authority's decision, as it thinks fit. It is therefore important that housing authorities have in place review procedures that are robust, fair and transparent. Legal guidance recently received indicates that the process currently in place is open to criticism because it is not operating strictly in accordance with the procedures set out in Homelessness Code of Guidance and the Allocation of Housing and Homelessness (Review Procedures). Regulations 1999.

3.7   The Code of guidance states that:

- The review may be made by the housing authority itself or by someone acting as an agent for it.

- Where the review is carried out by an officer of the housing authority, the officer must not have been involved in the original decision and must be senior to the person making the decision.
- The applicant should be invited to make representation in writing in connection with his or her request for a review (to both state the grounds for requesting a review and to elicit any new information that the applicant may have in relation to his or her request for a review).
- The housing authority must notify the applicant that they, or someone acting on their behalf, may make written representations in connection with the request for a review.
- In cases where the person carrying out the review considers that there is a deficiency or irregularity in the original decision, or in the manner in which it was made, but are minded nonetheless to make a decision that is against the applicants interests, they should notify the applicant :
  - that they are so minded and reasons why; and
  - that they, or someone acting on their behalf may within a reasonable period, make oral representations, further written representations or both.

3.8   Whilst the process that is currently in place of referring requests straight to the Member Appeals Panel was set with the aim of maximising the opportunity for an applicants case to be fairly considered, the procedure could be challenged to be not doing so because:

a)   It could be considered that referral straight to an appeals panel is too daunting an experience for the appellant and that a more informal meeting with one person carrying out the review would give the applicant a fairer opportunity of explaining their case.

b)   It could be considered that there may be danger of inconsistency in the way that cases are considered by a member panel with rotating membership because a review requires careful and lengthy consideration to ensure :

i)   Each stage of the decision making process has been considered
ii)   Only factors that are relevant have been taken into consideration
iii)   A reasonable decision is made on the facts
iv)   The legal interpretation of the law is correct

The process clearly requires some modernisation to ensure that each stage of the review process set out in the Code of Guidance is made fully available to the applicant, accuracy and consistency in decision making is maximised and that the amount of evidence presented is increased and that the depth of consideration by those with appropriate expertise is enhanced.

3.9   It is therefore recommended that each review of a homelessness housing decision should firstly be considered by a senior officer of the Council or of an

3.10   independent body acting as an agent for the housing authority. It is proposed that the officer carrying out the review, in addition to considering written submissions, should in <u>all</u> cases, invite the applicant to make an oral representation.

3.11   Where the applicant is not happy with the review decision, a second stage appeal be made available whereby within 7 days, the applicant be entitled to request in writing that the case be heard by the Council's Appeals Panel. The Appeals Panel would continue to involve a representative of BDHT (who was not involved in making the original decision).

3.12   The Council's Head of Legal Services is currently investigating arrangements by which the proposed revised arrangements could be provided either by 'in house' officers or through independent organisations.

4.0   Financial Implications

The financial implications of the proposals can be related to approximately one day of officer time for an average of 12 reviews per year. The financial implications of defending and having decisions overturned at County Court are potentially more extensive.

5.0   Legal Implications

5.1   The procedures to be followed by local authorities in carrying out reviews under Part 7 of the Housing Act 1996 are set out in The Allocation of Housing and Homelessness (Review Procedures) Regulations 1999.

5.2   The implications of not adhering to the set procedures is the possibility of a County Court having cause to make an order to quash or vary the decisions made by the local authority.

Background papers

Homelessness Code of Guidance for Local Authorities (ODPM July 2002)
Housing Act 1996 Homelessness Act 2002

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BROMSGROVE DISTRICT COUNCIL

EXECUTIVE CABINET

22ND JUNE 2005

TENDERS FOR SHOPMOBILITY FACILITY - BUDGET SHORTFALL

Responsible Portfolio Holder	Councillor Whittaker
Responsible Head of Service	John Moody

1   SUMMARY

1.1   This report considers the project costs for the proposed shopmobility scheme in Bromsgrove Town Centre and the funding alternatives to make up the budget shortfall.

2   RECOMMENDATION

2.1   That the revised project cost of £99,431 be accepted and that the budget shortfall of £25,000 be met from the working balances in 2005/06.

2.2   That this report and recommendation be forwarded to Full Council for ratification.

3   BACKGROUND

Key Points:

3.1   The Council has received 3 tenders for the project which were opened on 7th April 2005.

3.2   The most competitive tender from J S Seddons was for £109.980.57. (The other tenders were for £114,047 and £130,355.

3.3   The budget provision is £75,000.

3.4   Following the tender appraisal by the Quantity Surveyors, the primary areas of additional cost were;

A)   The automatic doors additional £6K.
B)   The preliminary items which were twice the expected sum at £20K.

3.5   Discussions have since taken place between ourselves and the Consultants and Seddons regarding possible options to reduce the cost of the project, the outcome of which is attached in Appendix A (supplementary tender report number 2).

3.6   The attached supplementary report highlights the two options that have been considered both before and after site meetings with Council representatives.

3.7   As a result of these consultations I would ask Members to support the project in line with the amendments to the original project as set out in item 2 of the attached supplementary tender report number 2 at a cost of £99, 431 (Appendix 1).

4   Financial Implications

Funding Issues:

4.1   The capital available is £75K and the project cost is now £99,431 therefore giving a budget shortfall of £24,431.

4.2   Possible areas of addressing shortfall of funding.

i)   Recent quotation for re-roofing the Spadesbourne Suite is £21,500 as against a budget of £30K. Possible saving of £8,500 (capital). This budget has slipped from 2004/05 capital programme.

ii)   The Budget for 2005/06 as regards DDA improvement to council buildings includes for some internal lift upgrading work - cost £6K to the Council House. This could be put off for a year (capital).

iii)   Forward fund the remaining capital shortfall from the CCTV project for Wythall in the 2005/06 capital programme budget and reinstate that amount in the 2006/07 capital programme budget.

iv)   Utilise the underspend for shopmobility in 2004/05 of £25,000 by either:

- setting aside a reserve for shopmobility
- use £25,000 from working balances in 2005/06

5   Legal Implications

There are no legal implications other than a formal contract with the successful contractor should the scheme be approved.

6   Background Papers

There are no background papers.

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BROMSGROVE DISTRICT COUNCIL

EXECUTIVE CABINET

22nd JUNE 2005

IMPLEMENTING ELECTRONIC GOVERNMENT (IEG) 4.5 RETURN & THE NATIONAL STRATEGY FOR LOCAL E_GOVERMENT

Responsible Portfolio Holder	Councillor Roger Hollingworth
Responsible Head of Service	Head of IT Services

1. **SUMMARY**

1.1 This report brings to Members attention the latest Government progress
statement on the National Strategy for local e-Government.

The report also provides the latest position with regard to our Implementing
Electronic Government Statement, IEG 4.5. This is the fifth statement that has
been prepared in line with statutory requirements and guidance issued by the
Office of the Deputy Prime Minister.

2. **RECOMMENDATION**

2.1 It is recommended that:

2.1.1   Members note the "Two Years On: realising the benefits from our
investment in e-government" document.

2.1.2   Delegated authority is given to the Corporate Director(Resources) in
conjunction with the member e-champion and the portfolio holder for
resources to agree the content of our IEG4.5 submission to the ODPM.
The final date for submission is 18th July 2005.

3. **BACKGROUND**

3.1 Every local authority is required to produce an 'Implementing Electronic
Government - IEG 4.5 statement' by July 2005.

3.2 The IEG4.5 Statement will continue to set out Bromsgrove Council's vision for
modern service delivery and to demonstrate how that vision is aligned to the
National Strategy for Local e-government.

3.3 The format and content requirements for the IEG Statement have become more
prescribed over time. This statement is been prepared in line with the prescribed
 pro-forma at **APPENDIX B**, and as in previous years, it demonstrates the key
achievements of Bromsgrove District Council in 'Implementing Electronic
Government' over the past six months. The final statement will include financial

and access channel information, together with details of the progress made by the e-Worcestershire Hub on the partnership element of this shared initiative.

3.4 The overall strategic direction for electronic government remains the same as that presented in previous IEG Statements, and progress towards the target of 100% electronic capability by March 2006 is good. At the end of March 2005, 64% of relevant services have been assessed as being capable of electronic service delivery. A revised methodology for the calculation of this performance indicator has recently been issued, which will be used for future assessments.

3.5 A recent upgrade to the Council's web site has provided facilities to enable customers to access a range of Council Depot services 24 hours a day, 7 days a week. More online facilities are planned with the introduction of e-procurement, leisure facilities bookings and ability to view revenues payment history.

4. IEG4.5 Statement

4.1 To qualify for the next £150k IEG4 grant from government we need to submit the plans for how we will achieve the Priority Services outcomes. The final date for submission of the IEG4.5 statement is July 18th 2005.

4.2 The IEG4.5 proforma is attached at **APPENDIX B.**
The ODPM guidance calls for the statement to be set out in the following 7 parts:

Section	Content
Local Context	The Council is asked to summarise the current stage of development of the local e-government programme and the delivery plans up to and beyond 2005, including the benefits citizens will see.
1. Priority Outcomes	The Council is asked to report on the progress that is being made towards the achievement of 54 mandatory priority outcome projects and the 19 optional ones. The deadlines for these projects are December 2005 and March 2006.
2. Change Management	The Council is asked to provide information on the 23 advisory good practice outcomes relating to the internal organisation and management practices that are required to help deliver the people, systems and service management changes necessary for e-Government.
3. BVPI 157	The Council is asked to report on the total percentage of services that have been e-enabled, and provide a further analysis by the 10 different BVPI157 transaction types e.g. collecting revenue, paying for goods and services. In previous years this information has been reported used the Council's own list of services. In IEG4.5 there is a requirement to use a new reporting tool, the Local Government Services List, and this is currently being implemented.
4. Access Channel Take-Up	Actual and forecast figures are required for the period 2003/2004 to 2007/2008 • The number of visitors to the website

	• The number of e-enabled payment transactions • The number of change of address notifications made by the different access channels
5. Resources	Councils are asked to provide a summary of current and forecast expenditure on implementing electronic government up to 2007/8.
6. Efficiency Gains	Councils are asked to provide best estimates of efficiency gains arising from the implementation of local e-government and to consider the exercise as 'a starting point for future work on efficiency best practice and rewards'. The reporting period is 2003/4 through to 2007/8.

4.3 From this year through to 31 March 2006, it is proposed to allow all authorities to input and maintain IEG data in real time.

For funding and risk management purposes, the ODPM will continue to set key dates in the calendar at which it intends to inspect the extent of progress and take action accordingly

5. THE NATIONAL STRATEGY for LOCAL e-GOVERNMENT

5.1 In March this year, the Government produced the latest report on e-Government progress, this report is contained in **APPENDIX A**. The document describes the considerable national progress that has been made in the past twelve months.

5.2 This document explains how e-Government is a major revolution in how central and local government delivers its services, leads the community and communicates with its stakeholders. This document also set the tone that it is important that transformation is recognised and planned for at a local level and recognises the fact that e-Government is not an end to itself. It is part of a bigger picture and one element of a partnership between central and local government to improve public services.

6. FINANCIAL IMPLICATIONS

6.1 Section 6 of the IEG4.5 return centres around the expected efficiency gains to be made by achieving the Priority Outcomes. The Government through the Gershon Review is expecting savings of 2.5% and given the council's financial position it is essential that the Council reduces any inefficiencies. One of the critical projects, under e-Government, that will need to be undertaken in order to make the expected efficiency gains is enterprise workflow.

7. LEGAL IMPLICATIONS

None.

8. RISK MANAGEMENT CONSIDERATIONS

8.1 There is an element of risk in that we will not meet the 100% government target (BVPI 157) for December 2005.

Background Papers

None

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Office of the Deputy Prime Minister
Creating sustainable communities

Two Years On: realising the benefits from our investment in e-government

The national strategy for local e-government

www.localegov.gov.uk

local e-gov

Directgov Straight through to public services

CabinetOffice

Local Government Association

Office of the
Deputy Prime Minister
Creating sustainable communities

Two Years On: realising the benefits from our investment in e-government

The national strategy for local e-government

March 2005

Office of the Deputy Prime Minister: London

CONTENTS

Foreword

We have always been clear that e-government is not an end in itself. It is a means to help drive the local policy objectives of mainstream services, release efficiency gains and achieve tangible improvements in terms of the shared priorities agreed between central and local government.

Since publication of the National Strategy in November 2002, we have seen much progress. We have published our priority outcomes for local e-government based around the shared priorities for local government, developed 22 National Projects, established a new support & capacity function with the IDeA, released £0.75 million to every Local Authority in capital grant, supported the work of over 100 Partnerships and launched our e-Innovations Fund. To support and raise awareness about this work, we have established two dedicated web sites dealing with the programme (www.localegov.gov.uk) and the roll out of the National Projects (www.localegovnp.org). In addition, our work also supports the Home & Community franchise on the Directgov portal (www.direct.gov.uk).

This document describes the considerable progress that has been made in the twelve months since the National Strategy First Year Report 'One Year On' was published. What has emerged is an increasingly sophisticated and complex programme of work designed to support Local Authorities during the delivery stage of their local e-government investment. Since last year, we have also developed our plans for ensuring that this investment brings about clear and sustainable benefits that will continue to have resonance beyond 2005 by addressing the role of e-government as part of the ongoing local government strategy, including the CPA process and the efficiency agenda.

Moving into the final year of the local e-government programme, it is time to consider the contribution of our investment to the big picture. Whilst Councils' IEG4 statements show that they remain on course for e-enabling all services by December 2005, our investment programme is not simply about meeting this target. If local e-government is to make a genuine and lasting contribution to the modernisation of public services, then the next twelve months must see us driving through the benefits of technology to help build the strong, vibrant and responsive local Councils that our communities deserve.

We are grateful for the support provided by the IDeA, SOCITM, SOLACE and others in supporting the strategy.

Phil Hope MP
Minister for Local e-Government

Cllr Paul Bettison
e-Champion Local Government Association

CHAPTER 1
Introduction

Two years on from the publication of the National Strategy for Local e-Government, the ODPM has made significant progress towards its SR2002 Public Service Agreement target of:

> *"assisting local government to achieve 100% capability in electronic delivery of priority services by 2005, in ways that customers will use".*

e-Government is of course part of a bigger picture and one element of a partnership between local and central government to improve public services. Over the last year in particular, there have been significant developments in other elements of the partnership that must serve to provide a focus for the positioning of outputs from the local e-government programme. These include:

- the SR2004 Public Service Agreement requires the ODPM to *"improve the effectiveness and efficiency of local government in leading and delivering services to all communities"* by 2008. The results of the 2004 Spending Review in July 2004 incorporated a target for efficiency gains in local government of 2.5% per annum, to deliver at least £6.45 billion by 2007/08. It is a further requirement that at least half of this is cashable;

- in June 2004, the ODPM published the leaflet 'The future of local government'[1] to help stimulate the debate about a vision for local government. This was followed at the end of July with 'The future of local government: Developing a 10-year vision'[2] which contributes our ideas to the debate. At its heart is a vision of central and local Government working together to deliver better outcomes for people and places, including real challenges for local government in terms of political and managerial leadership, improving citizen engagement and participation and improving service delivery; and

- the framework for the Comprehensive Performance Assessment (CPA) from 2005 will be markedly different from when it was first introduced in 2002. Whilst there will still be distinct service and corporate assessments, there will be a much greater emphasis on measuring authorities' performance against the shared priority themes. The framework will also have a much greater focus on Local Authorities' delivery of value for money and their approach to cost-effectiveness and efficiency.

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1 See http://www.odpm.gov.uk/stellent/groups/odpm_localgov/documents/pdf/odpm_locgov_pdf_029203.pdf

2 See http://www.odpm.gov.uk/stellent/groups/odpm_localgov/documents/pdf/odpm_locgov_pdf_029983.pdf

Over the coming year, it is clear that the local e-government programme must both:

- take account of the changing policy climate in order to ensure that programme outputs deliver impact and provide a sustainable legacy; and

- influence the emerging political debate in key areas.

In terms of efficiency gains, National Projects have already been identified as key levers for achieving savings in corporate services and procurement. The NOMAD National Project on mobile working technology will help facilitate the use of teleconferencing and flexible and home working and make a key contribution to efficiency gains in the area of productive time, whilst e-recruitment methods substantially reduce costs of new hiring. The CRM National Project is identified as facilitating corporate service integration, to improve processes and resource efficiency in the area of transactional services.

The publication of priority outcomes for local e-government in April 2004 derived from the shared priorities for local government[3], has positioned local e-government work in the mainstream of local government modernisation.

3 See http://www.odpm.gov.uk/pns/DisplayPN.cgi?pn_id=2002_0278

CHAPTER 2

Summary of progress made in 2004

Highlights of the progress made

- The average Council is now 79% e-enabled compared to 59% a year ago. 98% of Councils report that they will be achieve the 100% target by 2005. The robustness of recording progress in this area via BVPI 157 has been improved by requiring all Councils to validate their approach against the standard list of Local Authority interactions (LGSL) available on the esd-toolkit (www.esd.org.uk/standards/).

- The National Projects programme has attracted considerable buy in from Local Authorities. 21 of the 22 National Projects will have completed their work by the end of March 2005. 47% of authorities have indicated that the National Projects are critical to their achieving the e-government targets and a total of over 250 different products have been developed by this programme. It is also clear that many of the products will assist Councils to reach the efficiency targets as well as the e-government targets.

- In April 2004, we published our priority outcomes for local e-government derived from the shared priorities for local government. IEG4 returns show that more than three quarters of all 'required' and 'good' priority outcomes are now being actively implemented. In over 100 Councils, citizens can already go online to submit planning applications, check their Council Tax balance and calculate their benefits.

- In liaison with the IDeA, we have implemented a support and capacity programme to help Councils that are struggling with e-government implementation, or who require specialised advice and guidance, thereby minimising the delivery risks of the local e-government programme. The Implementation Support Unit has provided onsite support to 45 Councils, whilst the Strategic Support Unit has directly engaged over 100 Councils through workshops and other activities.

- We have supported Councils in developing their e-government strategies and joint service delivery through local and regional partnerships, as this promotes better and more cost-effective services. The Partnership programme formally completed on 31 July 2004 and has implemented a range of projects including shared contact centres, community web portals and regional smartcard initiatives. We have also provided funding for nine Regional Partnerships designed to promote the development of e-government and support the roll out of National Projects.

- We are providing help to Councils develop web-based transactional services and deliver integrated information about local and central government services for the citizen – by providing online access through the Directgov portal (www.direct.gov.uk).

- Through the first round of the e-Innovations Fund, 34 Councils received matched funding of £6.2m to deliver their innovative ideas by March 2005. In January 2005, almost 250 proposals were received from authorities to run projects under the second round.

- Through the work of National Projects such as FAME and CRM, we have provided practical advice for Councils to help them resolve data sharing issues within the existing statutory framework.

Individual Council performance

BVPI 157

Best Value Performance Indicator 157 (BVPI 157) requires all Local Authorities 'to measure the number of types of interaction that are enabled for electronic delivery as a percentage of the types of interaction that are legally permissible for electronic delivery'. This indicator is the yardstick of Local Authority progress against the Prime Minister's target for the 100% e-enablement of government services by December 2005.

Estimates of ESD capability (BVPI 157)
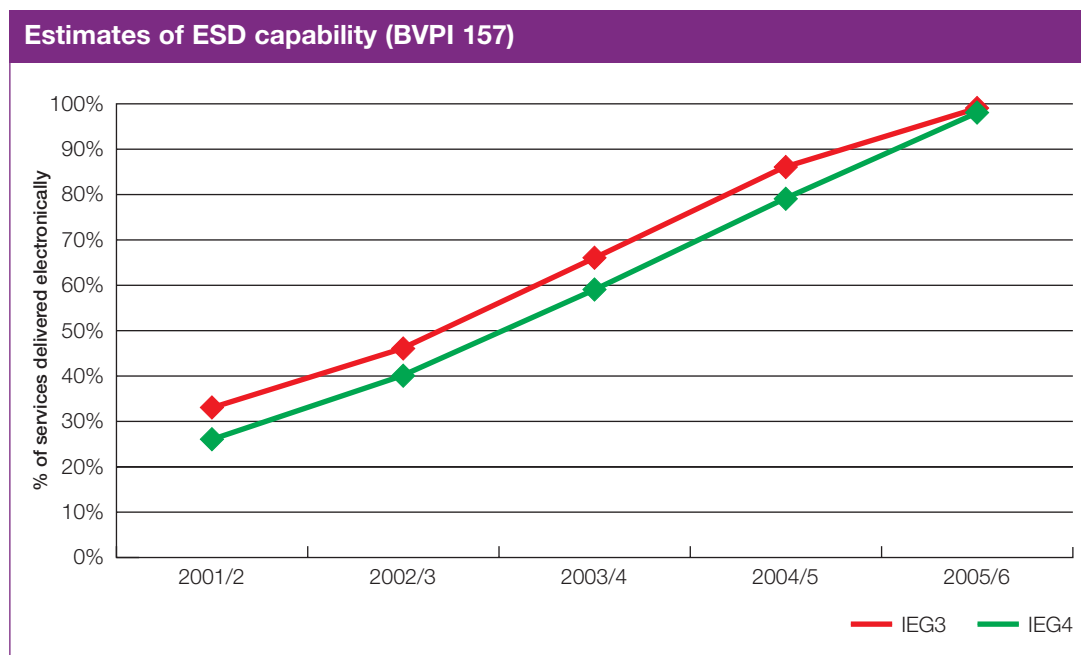
In IEG4 returns, authorities again reported that they are on track to meet the December 2005 target for the e-enablement of services, with the average authority reporting that it will be 98% e-enabled by this date. The figures represent a slight drop (but statistically insignificant) on previous expectations of progress. In part, this is a direct consequence of the ODPM's efforts to encourage increased standardisation in the way that BVPI 157 is reported by Local Authorities. For example, Local Authorities are now *required* to validate their approach in calculating BVPI 157 against the methodology adopted through the esd-toolkit (www.esd-toolkit.org). This requirement was reinforced through the online submission process from IEG4, with around 50% of submitted BVPI 157 data calculated automatically from more detailed data held by Local Authorities on the esd-toolkit. Such increased standardisation around the calculation of progress in the e-enablement of Local Authority services makes BVPI 157 forecasts the most robust to date and present a national picture of authorities on schedule to meet the December 2005 target.

PRIORITY OUTCOMES

On 29 April 2004, we published our priority service and transformation outcomes for local e-government[4]. These priority outcomes help to ensure that Local Authorities' ongoing work on the e-enablement of services in line with 2005 target for e-government is done in a way that enhances service quality, convenience and accessibility. Local Authority practitioners have also been generally appreciative of their introduction in terms of providing an operational focus for the delivery phase of the e-government programme. Progress on the achievement of these priority outcomes will be assessed through the IEG4 return process in 2004 and the IEG5 process in 2005.

The published priorities comprise 73 outcomes that help Councils to improve the delivery of services to citizens and business, enhance business process efficiency and embed e-government within the mainstream of organisational culture. The proposed outcomes for each priority service and transformation area are defined in terms of:

1. **Required (29)** – these refer to specific online facilities that must be in place by the end of December 2005.

2. **Good (25)** – all Local Authorities are expected to commit to these objectives in order to qualify for further IEG4 funding in 2005/06. As a minimum, such outcomes must be at Amber stage in IEG self-assessment terms by December 2005 (i.e. where work has been approved for funding and is actively being implemented) and at Green stage by 1 April 2006.

3. **Excellent (19)** – high performing Local Authorities that have already achieved, or largely achieved, the defined required and "good" e-government outcomes, were asked to agree a baseline and targets for promoting awareness and take-up of e-services.

The priority outcomes are grouped into ten priority service areas derived from the seven shared priorities for local government and four cross cutting themes designed to help Councils to realise the transformation of working practices through the application of technology.

1. **Schools**
2. **Community information**
3. **Democratic renewal**
4. **Local environment**
5. **E-Procurement**
6. **Payments**
7. **Libraries, sports & leisure**
8. **Transport**
9. **Benefits**
10. **Support for vulnerable people**
11. **Supporting new ways of working**
12. **Accessibility of services**
13. **High take-up of web-based transactional services**
14. **Making it easy for citizens to do business with the Council**

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4 See http://www.odpm.gov.uk/pns/DisplayPN.cgi?pn_id=2004_0112

As part of the support package to help Local Authorities deliver the priority outcomes, the ODPM has:

- secured additional capital grant funding of £500,000 for every Local Authority in England during 2004/05 and 2005/06;

- ensured that requirements are aligned with National Project outputs; and

- delivered a commitment to publish detailed explanation of the requirements, designed around the needs of the practitioners involved in implementing them (see www.idea.gov.uk/transformation/?id=priority_outcomes).

From the diagram below, it can be seen that the majority of Councils are now in the amber/green spectrum for delivery of the 'required' outcomes by December 2005. As part of the IEG4 assessment process, it is intended to set progress thresholds against delivery of the required priority outcomes and ask the Implementation Support Unit (ISU) at the IDeA to intervene accordingly to assist individual Local Authorities that fall below these thresholds.

Traffic light position on implementation for priority outcome categories ('required' outcomes only) at March 2005
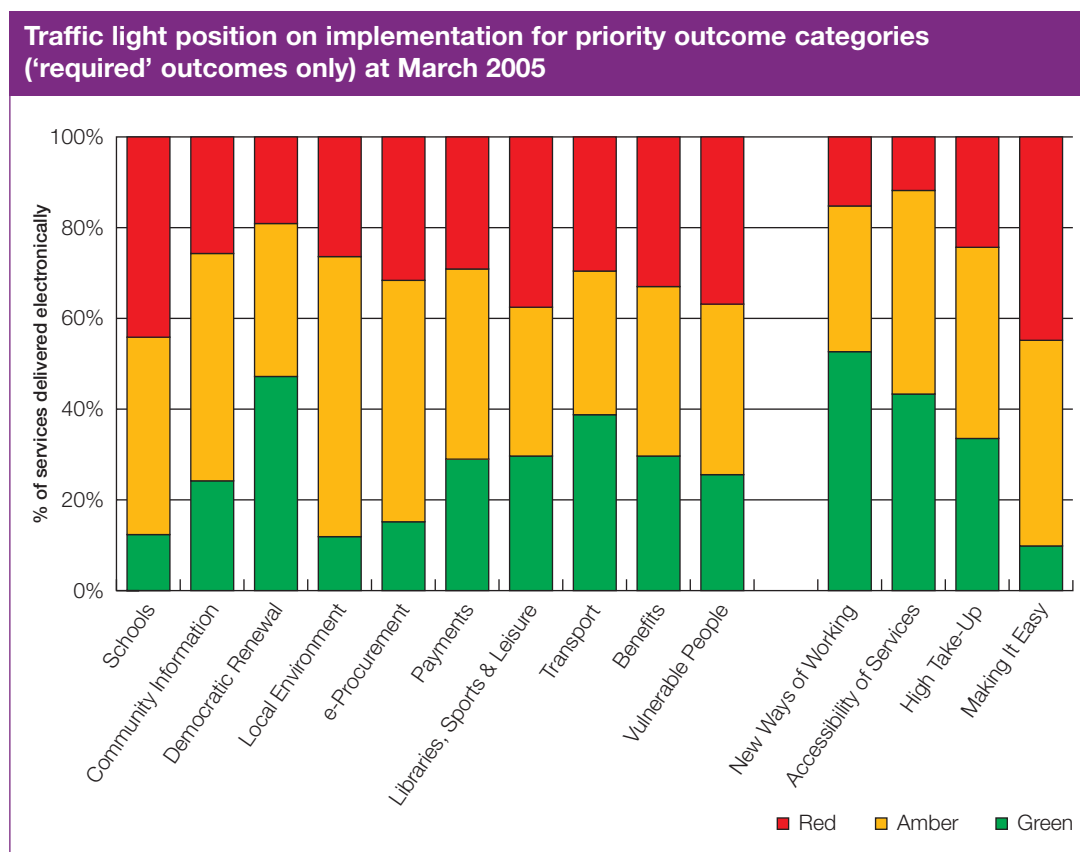
Programme developments

IMPLEMENTING ELECTRONIC GOVERNMENT (IEG) RETURNS

From this year's IEG4 return in December 2004 through to 31 March 2006, all authorities will be required to input and maintain IEG data in real time via the

esd-toolkit (www.esd-toolkit.org). The aim is to sign-off completion against the IEG self-assessment traffic lights as projects are actually implemented, thereby helping to manage risks against the delivery of key objectives.

For funding and risk management purposes, the ODPM will continue to set key dates in the calendar at which it intends to inspect the extent of IEG progress and take action accordingly. These will include:

- **18 July 2005** – mid term IEG snapshot

- **Dec 2005** – IEG5 deadline for achievement against 2005 target

- **April 2006** – IEG end of programme evaluation

NATIONAL PROJECTS

Our £80 million programme of National Projects aims to ensure that all Councils have access to key electronic services and building blocks, without having to build them from scratch. The 22 National Projects are led by Local Authorities for Local Authorities.

All National Projects will have delivered by 31 March 2006. At the time of writing:

- 15 have completed their development phase[5].

- 5 are due for completion by the end of March 2005[6].

- 1 project, Schools Admissions, will continue its development work beyond March 2005 for reasons of strategy and timing.

- 1 (e-Fire) has been restructured to align outputs with the objectives of the Modernisation Framework for Fire & Rescue authorities with programme management responsibilities transferred to the control of the Fire Directorate accordingly.

Since completion of the initial phase of projects in April 2004, we have been developing the programme required to ensure that National Project products are successfully rolled out to authorities, and are sustained for the future. We are currently working to ascertain the detailed demand for these products, but it is clear from attendance at workshops and seminars that this will be high and the products are seen as critical for Councils to achieve the Priority Service Outcomes.

The National Project Roll-out and Dissemination programme (ROADS) was launched in October 2004 with a new and focussed drive for take-up of the products. The ROADS programme comprises six workstreams:

- **Marketing and communications led by –** London Borough of Newham

- **Roll-out and support led by –** West Sussex County Council

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5 CRM, DiTV, e-Pay, e-procurement, Enterprise Workflow, e-Trading Standards, FAME, Knowledge Management, LAWS, Standards Body, PARSOL, Ryogens, Smartcards, Valuebill, Working with Business.

6 e-Benefits, e-Citizen, e-Democracy, ENCORE, NOMAD.

- **Supplier engagement led by –** London Borough of Lambeth

- **Regional working led by –** Knowsley Council

- **Further development of long-term sustainability led by –** Cambridgeshire County Council

- **Programme Management led by –** London Borough of Lambeth

The marketing and communications work stream oversaw the launch of the National Projects web portal (www.localegovnp.org) in October 2004, designed to provide a shop window for work across the 22 National Projects. A national events programme, including conferences and experience sharing workshops, has also been put together to help share knowledge, practical experience and best practice across all Local Authorities.

As part of our mainstreaming strategy, we are now firming up proposals for the long-term sustainability of the National Project products during 2005/06 and what will need to be in place next year to ensure the successful roll-out and dissemination of this work. In the next year, we will continue to manage the roll-out of the products from National Projects. During 2005/06, we will begin the process of:

- facilitating the transfer of those products that we consider to be mission critical in terms of priority services and efficiency targets, with current lead authorities being offered first refusal on carrying the work forward. Our preference overall is to encourage municipal enterprise rather than selling off direct to the private sector; and

- winding down the programme and realising the value of all remaining capital assets.

National Projects

- **Customer Relationship Management (CRM)**
  Providing support, advice and guidance to help Councils deliver citizen focussed services

- **Digital TV (DigiTV)**
  Complementing your channel strategy and helping bridge the digital divide

- **e-Benefits**
  A solution to benefit all

- **e-Citizen (Take-up & Marketing)**
  Enabling Local Authorities to increase take-up of e-services

- **e-Fire**
  Efficiently managing information and providing transactional fire-related services

- **e-Pay**
  Taking payments online

- **e-Procurement (NePP)**
  Delivering e-Procurement

- **e-Trading Standards National (e-TSN)**
  Local Authority trading standards services – working together effectively

- **Enterprise Workflow**
  Getting the right work to the right people at the right time – time after time – and knowing you have done so

- **Environment and Community Online Residents' e-Services (ENCORE)**
  Making local environment information easy to find

- **Framework for Information Sharing in a Multi-Agency Environment (FAME)**
  Effective information sharing for improved service

- **Knowledge Management**
  Creating a learning environment for Local Authorities

- **Local Authority Websites (LAWs)**
  Helping Local Authorities deliver services online

- **Local e-Democracy**
  Staying ahead with community matters

- **Local e-Government Standards Body (e-Standards)**
  The national standards authority for local e-government

- **Online Schools Admissions/Pan London School Admissions**
  Putting the school admissions process online / Making school admissions in the Capital fairer

- **Planning and Regulatory Services Online (PARSOL)**
  e-Planning and e-Regulation by Local Authorities for Local Authorities

- **Project Nomad (Mobile Technology)**
  Keeping our Local Authorities mobile

- **Reducing Youth Offending Generic National Solution (RYOGENS)**
  Helping young people – reducing youth crime

- **Smartcards**
  Discover a smarter way

- **Valuebill (Council Tax/Business Rate Valuation)**
  Joining up local and central government

- **Working with Business**
  Your business made easy

Details on all the projects can be found on via our website www.localegovnp.org

SUPPORT & CAPACITY

Support

Through the IDeA, we are providing direct support to Local Authorities that are struggling to achieve their e-Government programme, or who require advice and guidance on areas of e-Government delivery.

e-Government Strategic Support Unit

The e-Government Strategic Support Unit (SSU) is a free advisory and research service on local e-government. The SSU's advisors come from a wide range of public and private sector backgrounds and have substantial experience in core areas of e-government. They are primed to:

- provide in-depth advice on implementing e-government;

- help authorities engage with the National Project and partnership initiatives;

- identify commercial suppliers that provide e-government solutions;

- keep track of developments in technology and in other sectors; and

- encourage closer working between authorities.

Since its launch in January, the unit has dealt with enquiries through the dedicated help line from over 220 Local Authorities and has directly engaged with over 100 through workshops and other activities. The SSU has a 'research once and share many times' remit, and it has now published topic briefings on a wide range of issues including community engagement, access strategies, customer relationship management, and knowledge management. These are all available the from the e-government resource on IDeA Knowledge.

e-Government Implementation Support Unit

The e-Government Implementation Support Unit (ISU) provides help to a number of Councils that have been identified by the ODPM as needing individual support to meet the 2005 e-government target.

The unit provides onsite programme and project management assistance, drawing on peer support. Its implementation managers have extensive experience in local government and the skills to help individual authorities with their improvement plans and to carry forward their e-government programmes.
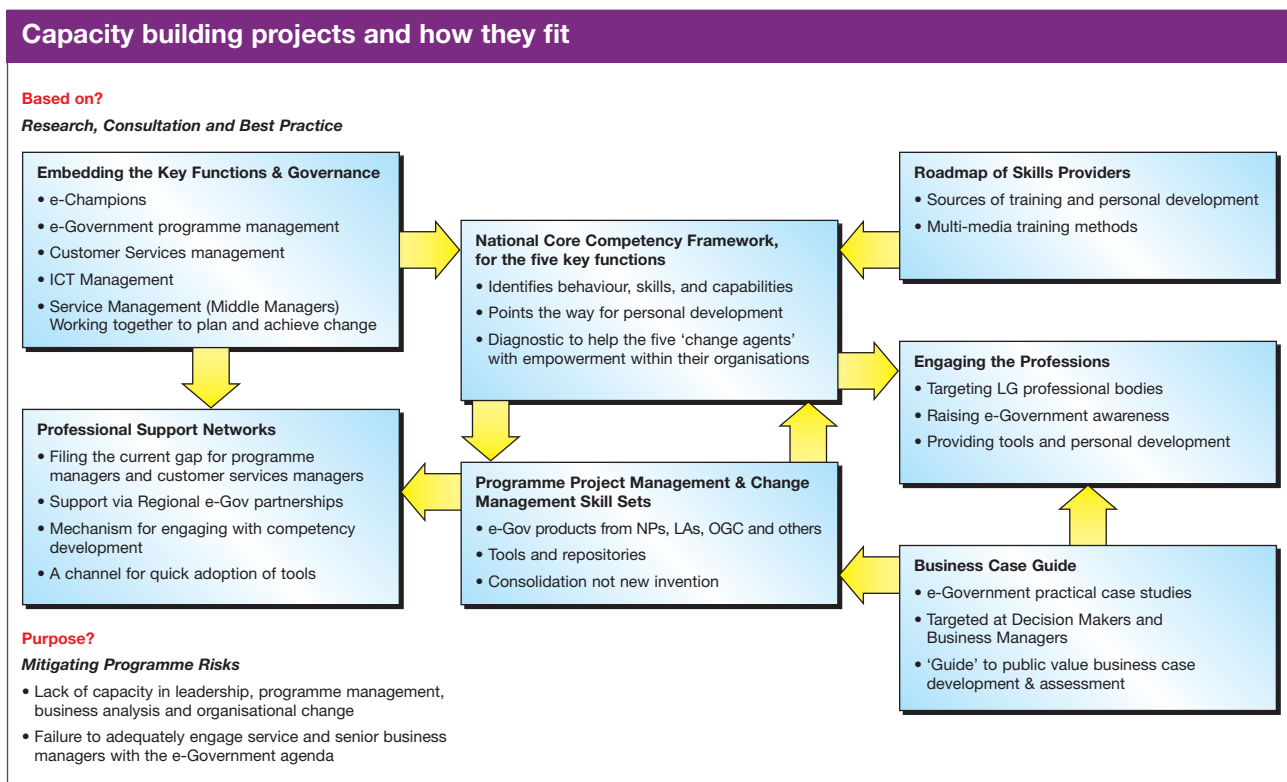
For more information about the work of the SSU and ISU phone 020 7296 6194 (office hours only) or email e-gov@idea.gov.uk.

Capacity

Our research with Local Authorities identified the need for a framework for capacity building designed to mitigate strategic risks to the local e-government programme, as follows:

- establishing key roles and their skills needs;

- addressing the skill and knowledge gaps;

- embedding best practice in people and role development;

- better engagement with relevant professional organisations; and

- examining ways to achieve take-up of value for money business cases by service and business managers.

Capacity building work is now embodied in a portfolio of 7 projects and initiatives as shown below.

Capacity building projects and how they fit

Based on?

Research, Consultation and Best Practice

Embedding the Key Functions & Governance
- e-Champions
- e-Government programme management
- Customer Services management
- ICT Management
- Service Management (Middle Managers)
  Working together to plan and achieve change

National Core Competency Framework, for the five key functions
- Identifies behaviour, skills, and capabilities
- Points the way for personal development
- Diagnostic to help the five 'change agents' with empowerment within their organisations

Roadmap of Skills Providers
- Sources of training and personal development
- Multi-media training methods

Professional Support Networks
- Filing the current gap for programme managers and customer services managers
- Support via Regional e-Gov partnerships
- Mechanism for engaging with competency development
- A channel for quick adoption of tools

Programme Project Management & Change Management Skill Sets
- e-Gov products from NPs, LAs, OGC and others
- Tools and repositories
- Consolidation not new invention

Engaging the Professions
- Targeting LG professional bodies
- Raising e-Government awareness
- Providing tools and personal development

Business Case Guide
- e-Government practical case studies
- Targeted at Decision Makers and Business Managers
- 'Guide' to public value business case development & assessment

Purpose?

Mitigating Programme Risks
- Lack of capacity in leadership, programme management, business analysis and organisational change
- Failure to adequately engage service and senior business managers with the e-Government agenda

PARTNERSHIPS

We have supported Councils in developing their e-government strategies and joint service delivery through local and regional partnerships, as this promotes better and more cost-effective services.

In particular partnerships are intended to:

- ensure joined up service delivery at a local level;

- promote efficiencies and economies of scale in the procurement of solutions; and

- facilitate the rapid roll-out of outputs from National Projects by reducing the number of potential buyers.

LOCAL PARTNERSHIPS

In June 2002, 64 Local Authority partnerships were allocated £47m funding. A second funding round was announced in November 2002 for the remaining £26m. In this round, over 80 partnerships were allocated some form of funding.

By the end of the local e-government partnership programme in July 2004, over 450 outcomes had been developed including shared contact centres, community web portals and regional smartcard initiatives. The ODPM is working with the North West e-Government Group (NweGG) to publish a catalogue detailing those products that have:

- been developed through the programme; and

- can be implemented by individual authorities.

This work is due for completion in March 2005. The catalogue itself will be made available as a web-based facility as well as other formats.

REGIONAL PARTNERSHIPS

We now have provided £2.7 million funding for nine Regional Partnerships. The Regional Partnerships will provide an ongoing focus at a regional level on the delivery of e-government. In particular, they are intended to ensure that Local Authorities are able to exploit developments within their region, avoid duplication of efforts and benefit from the economies of scale gained from the regional developments. As well as providing a coherent approach to regional e-government delivery, the regional approach will also support the efficiency agenda and the general drive to achieve value for money in delivering services to citizens, through co-ordinating future activity with the Regional Centres of Excellence.

The Regional Partnership Network has also been set up to provide a vehicle where partnerships can share knowledge and experience, leading to a situation where each region will have an established partnership capable of sustaining itself and e-government at a local level beyond December 2005. It is intended that the network will engage all Local Authorities in the region, support the development of capacity for e-government within the regions through specific projects and activities, and develop and support specific networks, for example Customer Service and Programme Managers Networks, that play an important role in supporting the development of these key functions within each region.

DIRECTGOV – HOME & COMMUNITY FRANCHISE

Directgov (www.direct.gov.uk) was launched in April 2004 as the Government's flagship digital service designed around the needs of the user, making it much easier to find and access government information and services electronically.

A franchise team was set up at the ODPM in November 2003 to prepare and launch the initial of Home and Community Franchise content on the Directgov portal. The success of the initial release led to full development of the franchise, including establishing the ENCORE National Project as a vehicle for linking Directgov with Local Authorities.

The Home and Community Franchise is the only franchise to have invested in engaging stakeholders across government, including parish councils and the voluntary sector. In particular, the input from stakeholders has helped to shape the franchise information architecture and content from the outset. Our success has meant that the Home & Community Franchise is held by Directgov as the benchmark for other franchises.

The ENCORE (Environmental and Community Online Residents' E-services) National Project comprises 6 work streams and is being used as a test-bed for e-enabling LA environmental services. We are working closely with ENCORE to find a technical solution to allow the citizen to deep-link seamlessly to Local Authority services by means of post code or map look-up.

In summary, the Home & Community Franchise has been highly successful in:

● ensuring Directgov remains citizen focused;

● engaging stakeholders; and

● establishing the ENCORE National Project as a means to link Directgov with Local Authorities and help e-enable environmental services.

CPA 2005 FRAMEWORK

The framework proposals for CPA 2005 were published for consultation in December 2005[7]. A key part of the Comprehensive Performance Assessment is the corporate assessment, designed to measure the capacity of the Council, working with its partners, to deliver improved outcomes. For CPA 2005, it is proposed that the corporate assessment methodology be strengthened to measure the capacity of Councils to deliver ambitions and priorities for local communities, including evidence that the use of e-government supports the delivery of priorities. Within the detailed criteria for judgement, it is proposed that Councils performing well will need to have achieved both the "required" and "good" priority outcomes for local e-government.

7 See http://www.audit-commission.gov.uk/cpa/

e-VOTING

Due to the combination of European Parliament and Local elections in June 2004 there were no wide-scale e-voting pilots in 2004/05. In January 2004, Swindon Borough Council piloted the use of fixed and mobile electronic voting 'kiosks' in a by-election. In April 2004, the Electoral Commission reported that 93% of voters in polling stations found the kiosks easy to use[7].

An electoral modernisation strategy is soon to be released which will outline the plans for e-voting over the next five years.

e-INNOVATIONS

The first round of support for e-Innovations is now well under way with over 30 projects developing new ways of moving forward the e-government agenda. The main focus on these projects is to encourage practical examples of new and innovative approaches to joined up working, effective service delivery and community engagement.

34 Councils will receive matched funding of £6.2m to deliver their innovative ideas in the areas of e-learning, bridging the digital divide, emergent technology for better government and e-business by September 2005.

On 1 December 2004, the Minister announced details of the 2nd Round of e-Innovations. The second round will be targeting efficient and effective government, inclusion through innovation, e-business and leadership[8]. A budget allocation of up to £7 million is available for this round. Learning from the experience of the first round, we will move from a bidding round towards a more collaborative style of developing projects. By the submission deadline of 5 January 2005, almost 250 proposals had been received from Local Authorities.

Progress on implementation barriers

DATA SHARING

Data sharing and data protection practices remain a source of uncertainty for many Local Authority officers. However, an operational view of public sector data sharing, endorsed by the Department for Constitutional Affairs in its 2003 guidance on the law[9] is that:

> *"data sharing **can** take place in a way that helps deliver the better services that we all want, while still respecting people's legitimate expectations about the privacy and confidentiality of their personal information".*

7 See http://193.113.179.211/swindon_final_report.pdf

8 See http://www.localegov.gov.uk/Nimoi/sites/ODMP/resources/JB%20letter%20to%20LAs%20-%20e-innovations%20launchR2%20-v_D2.pdf

9 See http://www.dca.gov.uk/foi/sharing/toolkit/lawguide.pdf

In this respect, Local Authorities should not be dissuaded from starting sensible data sharing initiatives under existing statutory powers. National Projects such as FAME[10] and the DfES ISA trailblazers[11] offer Local Authorities considerable practical advice on data sharing issues. The importance of addressing data sharing issues within the existing statutory framework were highlighted in the recent Bichard Report on Soham and the Laming report on the death of Victoria Climbié.

The emergent principle of data sharing is that the legislation can be used to support data sharing about specific individuals if there is a shown cause within the legislation and if that information is brought together for the purpose specified in that case. Thus, a Local Authority ICT back office architecture that supports 'hub and spoke' methods for data sharing is permissible. An example of a 'hub and spoke' model from the FAME National Project is illustrated in Figure 1 below.

Figure 1
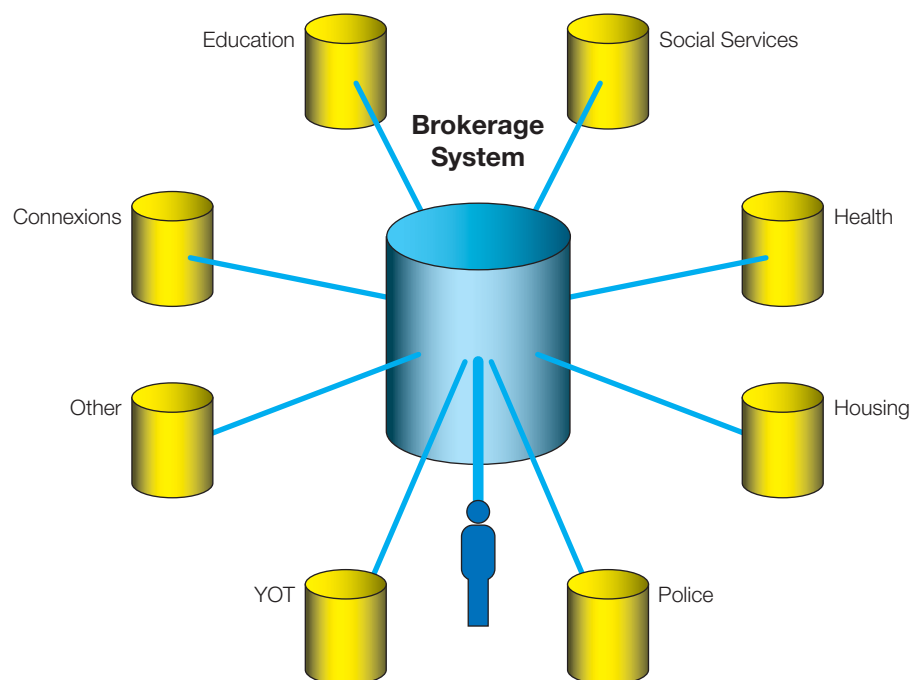
For Local Authorities, there is a specific and well known legal impediment to data sharing contained in the 1992 Local Government Finance Act affecting council tax and business rates data. Initially, the 1992 Act was seen to be a 'showstopper' to the delivery of e-government as many Councils wished to pre-populate their Customer Relationship Management (CRM) systems with council tax data. However, as the systems cannot be linked, Local Authorities now run CRM and council tax services on separate systems but can frequently provide an integrated approach for customers at point of delivery (the 'hub and spoke' approach). CRM systems are now pre-populated with addresses from the Local Land and Property Gazetteer (LLPG) using the Unique Property Reference Number (UPRN) system.

10 See http://www.fame-uk.org

11 See http://www.dfes.gov.uk/ISA

KOATS – Kent Connects Change Of Address Transformation System

The Shepway District Council Pathfinder change of address transformation system (COATS) project was originally deemed unlawful (in a 124 page legal opinion) as the Council would not have authority to share Council Tax data. However, the Kent Connects partnership has subsequently taken up this project under the new acronym of KOATS. The new scheme complies with the Data Protection Act and other legal restrictions on Local Authorities' powers to share data (see http://pathfinder.shepway.gov.uk/PDF/sd/local-authority-data-sharing.pdf) as it does not rely on existing Council business units sharing data. Instead, Kent County Council has set up an independent change of address service on the Kent Connects portal (www.kentconnects.com).

It is estimated that 11% of the UK population moves each year and it costs the average Council between £15-£79 to make each change. If done automatically using a system like KOATS, each authority would make a 50% saving on this activity.

It is recognised that complex legal issues surrounding confidentiality, human rights, data protection and administrative law remain. However, an operational view derived from a range of local e-government projects clearly demonstrates that Local Authorities can work alongside the existing legal matrix to identify sensible and workable boundaries for data sharing initiatives.

AUTHENTICATION

Many Local Authorities will need to provide a wide range of authentication levels in their electronic transactions with citizens. The Government Connect[12] project will provide a means to do this by providing:

- a nation-wide government trust model for citizen, business and intermediary (agent) authentication;

- secure delivery of transactions or forms, from citizens to Local Authorities or between Local Authorities and any other government organisations connected to GC (for example, the IR or DWP);

- citizen payment collection services; and

- secure messaging for confidential two-way communication between citizens and Local Authority service providers.

As well as the above solutions, Government Connect should facilitate mechanisms to join-up across government organisations and will benefit Local Authority aims to achieving greater value for money.

A shadow board led by Bolton Metropolitan Borough Council and comprising the ODPM, Cabinet Office e-Government Unit and Local Authority representatives has been established to discuss the barriers to implementing Government Connect within Local Authorities. In addition, Government Connect is currently being implemented and tested in a number of Local Authorities, notably:

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12 See http://e-government.cabinetoffice.gov.uk/assetRoot/04/01/04/12/04010412.pdf

- Shepway

- King's Lynn & West Norfolk

- North Somerset

- Wolverhampton

- Rotherham Partnership (Rotherham, Tameside, Liverpool, Sheffield, Bromley)

- Welland Online Partnership (South Kesteven plus four others)

- Dorset Partnership (North Dorset plus four others)

- Sedgemoor

- Stroud Partnership (Cheltenham, Forest of Dean Partnership)

- Tameside

We plan on bringing all this knowledge and experience together to produce guidance on authentication, including the means and mechanisms by which local government can engage with the Government Gateway, in the form of a Government Connect Prospectus early in 2005. This Prospectus will be initially produced for consultation among English Local Authorities.

PEOPLE & PROPERTY DATABASES

The Valuebill National Project establishes the electronic exchange of information between Local Authority billing agencies, the Valuation Office Agency (VOA), and the National Land and Property Gazetteer (NLPG) – improving valuation services for citizens and businesses. Significantly, it is also assisting the integration of billing authorities and VOA into the wider land-related initiatives in local and central government.

The project has established the data flow requirements and data standards involved in linking billing authorities to Local Land and Property Gazetteers (LLPGs) to NLPG to VOA. A starter kit has been created to disseminate these standards and protocols and to help improve property data flows internally within Local Authorities.

The Unique Property Reference Number (UPRN) behind the NLPG has been shown to be the key enabler of customer facing programmes, the link to numerous other applications that contain property data (e.g. planning, housing, libraries) and the key source of data for populating Customer Relationship Management (CRM) systems.

We are also having discussions with the Office for National Statistics, Ordnance Survey and the IDeA concerning the creation of a definitive National Addresses Database.

CHAPTER 3
Addressing the key risks

In last year's annual report, we identified the following 7 risks to the programme delivering local e-government in 2005. This chapter explains what action we have taken in the past year to remove or mitigate these risks.

1. Leadership and capacity

To tackle the issue of lack of capacity and knowledge of e-government issues we contracted the IDeA to develop a programme of support to individual Local Authorities that wish to have this support.

In the first year of this support and capacity programme the Implementation Support Unit's method of engagement has been successful. The combination of funding small quick pieces of work directly controlled by an Implementation Support Manager and the providing of capital funds for major activities has allowed flexibility to provide real support on the ground to all Councils identified as struggling with key aspects of their e-government programme.

The Strategic Support Unit, structured to provide expertise in the main themes of the e-Government strategy, has dealt with enquiries from over 220 Councils and has achieved a high satisfaction rating in the process.

2. Ownership and understanding

With the publication of priority service and transformation outcomes for local e-government in April 2004 we have set out a clear operational agenda for local e-government up to the end of 2005/06, including service-specific and cross-cutting objectives.

Through the establishment of the Strategic Support Unit (SSU) at the IDeA we have provided in depth knowledge support and guidance, and support for specific authorities that are wanting to make better progress, including guidance for practitioners on the priority outcomes for local e-government.

3. Joining up/national infrastructure

We are continuing to work to provide central infrastructure by working up a Government Connect Prospectus to be published early in 2005 that will allow all Local Authorities to be in a position to be make an informed decision about engaging with the Government Gateway.

We are also continuing to liaise with the Department of Constitutional Affairs to see what further specialised guidance on data sharing can be issued to Local Authorities to balance complex legal issues with operational best practice.

4. Joined up e-business plans

We have continued to co-ordinate our work with the e-Delivery Programme (eGDP) chaired by the Cabinet Office e-Government Unit, on national infrastructure projects such as Directgov and the Government Gateway.

By the end of the programme in 2005/06, we will seek to embed a common e-government infrastructure to ensure economies of scale benefits across government, the provision of best of breed technologies and an increased speed to market for quality government web services, both for departments and end users.

5. Failure of National Projects to deliver

We have already overseen the development of a total of over 250 different products through the National Projects programme.

Key products include the e-Procurement Toolkit that has been recognised by the Office of Government Commerce (OGC) as being crucial to the implementation of e-procurement across government. Another success in the area of high volume/high impact services is the PARSOL (Planning and Regulatory Services Online) Exchange, which is a centrally hosted web service permitting the electronic exchange of data for consultation concerning planning applications.

In December 2004, we published the Benefits Guides to the National Projects[13] that estimated a financial value to local government of the benefits that National Projects already completed can deliver. The estimated average values of these benefits (across all English Local Authorities for the CRM, Project NOMAD, PARSOL, Enterprise Workflow, Valuebill and LAWs National Projects) are:

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13 See www.localegovnp.org

- Cost savings   £320m

- Increased revenue   £60m

- Service improvement   £1,300m

6. Lack of resources

There are two main resource aspects to the local e-government programme:

- money; and

- expertise.

In 2004/05 and 2005/06, every Local Authority in England will receive an additional £500,000 to help them to deliver the priority outcome requirements for local e-government and achieve the December 2005 target for local e-government.

In expertise terms, Local Authorities are supported in their task by 22 National Projects that offer Councils proven, cost effective, standard products, services and implementation roadmaps with which to achieve priority outcome requirements and make efficiency gains from local e-government investment.

National Project products provide Local Authorities with the opportunity to implement e-government with:

- reduced costs in procurement and implementation;

- establishment of standards;

- access to generic solutions;

- provision of solutions that are not available and unique to Local Authorities;

- products developed by Local Authorities for Local Authorities; and

- reduction in total cost of ownership.

It is also clear that many of the products will assist Councils to reach the efficiency targets as well as the e-government targets – this is especially the case for products like the e-procurement toolkit, the generic framework for partnership working and the products from the e-payments project. Out-turn analysis of IEG4 returns shows that Councils expect to deliver £1.2 billion in efficiency savings by 2007/08 directly as a result of e-government investment.

7. Take up and sustainability

A key element of the ODPM's SR2002 Public Service Agreement on e-government involves the delivery of e-services in ways that people will use.

Analysis of IEG4 returns demonstrated that that Councils' recognise the potential of the web in areas such as change of address notifications. However, they are much more cautious about actively encouraging customers to change the way that they traditionally undertake transactional services such as payments. Without channel migration to back up the roll out of e-services, the full potential of e-government for efficiency gains will not be achieved.

The e-Citizen National Project will produce information and methodologies to aid Local Authorities in identifying who to promote e-channels and services to, how to market e-channels and how to measure the take up of e-services. The final outputs from this National Project will be available by the end of March 2005.

As part of our work within the Home & Community Franchise of Directgov (www.direct.gov.uk) it is intended to instigate analysis of the relationship between Local Authorities and the Directgov portal. This will include measures of take up performance both in terms of increased through (downstream) traffic to Local Authority websites via the Directgov portal and vice versa (upstream traffic). We will also be taking monthly rankings of the performance of Local Authority websites in terms of market share. This work will help inform our progress towards SR2002 objectives, as well as providing objective background information to identify Local Authorities for Implementation Support Unit (ISU) intervention within the support and capacity programme.

We will also take account of the e-Government Unit's Service Design and Delivery Guide[14] for achieving high take up of e-services, cost savings and better quality public services.

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14 See http://e-government.cabinetoffice.gov.uk/assetRoot/05/51/17/24/05511724.doc

CHAPTER 4

2005 & beyond – realising the benefits from our investment in e-government

Making 'e' disappear

By the end of the local e-government programme in December 2005, our aim is to have embedded e-government within the mainstream agenda for local service delivery such that 'e' comes to stand for efficient, effective and engaging. The term e-Government will disappear as Councils appreciate the requisite contribution of technology to becoming modern, customer focused and efficient service organisations.

Making it real

E-government is a means to an end – better quality, more cost effective services. Over the next year, and beyond we will continue to work with Local Authorities and others, to demonstrate how e-government is making a real difference to people's lives. In particular, we will focus on realising the full benefits of e-government in terms of:

- value for money – building the efficient and effective Councils that our communities deserve;

- take up – improving the accessibility of local services and promoting awareness about new access channels in order to make real changes to the quality of life for ordinary people; and

- organisational change – promoting new skills, simplifying administrative procedures and changing ways of working to meet the demands of modern life.

Sustaining momentum

The December 2005 target is an essential element of the Government's framework for modernising Local Authority services. However, it is part of a longer-term improvement journey. In this respect, it is important that the momentum generated over the last four years by the Local e-Government Programme is not lost. We will do this by:

- mainstreaming e-government within local government policy and practice, including recognition within the CPA assessment process;

- continuing to work with the Cabinet Office e-Government Unit and other government departments to ensure that the potential for ICT to facilitate joined-up government is maximised in new and existing initiatives;

- making arrangements for the maintenance of items of core infrastructure such as the esd-toolkit and Directgov/Local Authority links;

- evaluating the programme and capturing lessons learnt; and

- celebrating and raising awareness about the success of the programme.

IMPLEMENTING ELECTRONIC GOVERNMENT RETURN

2005 MID TERM

(IEG4.5)

"Realising the benefits from our investment in e-government"

Proforma for esd-toolkit entry

This is the proforma for IEG4 returns. A copy of this proforma will be published for online data entry via www.esd-toolkit.org from April 2005. Please note that the deadline for 'IEG4 mid term' submissions via the esd-toolkit is midday on Monday 18 July 2005.

local and regional government • housing • planning • fire • regeneration • social exclusion • neighbourhood renewal

IMPLEMENTING ELECTRONIC GOVERNMENT RETURNS 2005 (IEG4.5)

Introduction

This IEG return is an essential part of the national monitoring process for assessing electronic local service delivery capability against the 2005 target and supports the delivery of priority outcomes for local e-government. It is an important feedback mechanism for assessing progress towards realising the benefits from our investment in e-government and the use of IEG funding in individual local authorities. It is also an effective mechanism to help us identify national support and capacity needs for local authority e-government activity.

A key objective of the Office of the Deputy Prime Minister's (ODPM) SR2002 Public Service Agreement (PSA) involves improving delivery and value for money of local services within a framework of national targets and policies. This includes:

- assisting local government to achieve 100% capability in electronic delivery of priority services by 2005, in ways that customers will use.

Building on the work undertaken by Sir Peter Gershon in his independent review of public sector efficiency[1], SR2004 sets the ODPM a new PSA target on local government:

- by 2008, improve the effectiveness and efficiency of local government in leading and delivering services to all communities

This equates to a target for local services of achieving 2.5% efficiency gains per year, amounting to at least £6.45bn per annum by 2007/08. Clearly, e-government will make a substantial contribution towards the achievement of this target. The ODPM is working in partnership with local authorities and their representative national organisations to help achieve the specified objectives, including a new request in the IEG4 return to provide a summary of efficiency gains arising from the implementation of local e-government.

The format of the IEG return is subject to extensive consultation. Last year, this helped to achieve a 100% return rate of IEG4 submissions from local authorities. As last year, the format of the IEG4 mid term return is intended to simplify the return process for local authorities through a self-assessment approach. Successful completion of the IEG4 mid term return also demands awareness of the ODPM's National Strategy for Local e-Government published in November 2002, deliverables from the National Project programme and the priority outcomes for local e-government[2]. Further details on all of these areas can be found at the ODPM's local e-government portal website www.localegov.gov.uk.

E-Government is a key tool in delivering local services. Within the CPA process, those councils that have not done well in achievement, investment, capacity or performance management may particularly need to consider the role that e-government can play in delivering improvements as part of a wider strategy for improvement planning.

The proforma format for IEG4 mid term returns complies with Government commitments to reduce service plan requirements for local authorities, whilst balancing the need for authorities to supply statistical information for the purpose of monitoring national progress on the implementation of local e-government. From this year through to 31 March 2006, all authorities will be able to input and maintain IEG data in real time via the esd-toolkit (www.esd-toolkit.org) allowing them to sign-off completion against the IEG self-assessment traffic lights as projects are actually implemented. For

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[1] See http://www.hm-treasury.gov.uk/media/879E2/efficiency_review120704.pdf
[2] See http://www.odpm.gov.uk/pns/DisplayPN.cgi?pn_id=2004_0112

funding and risk management purposes, the ODPM will continue to set key dates in the calendar at which it intends to inspect the extent of progress and take action accordingly. These will include:

- 18 July 2005 mid term IEG snapshot;

- December 2005 deadline for IEG5 return;

- April 2006 deadline for IEG6 end of programme return.

"Excellent" CPA authorities are requested to continue to comply with requests for IEG data in order to assist in benchmarking national progress, to demonstrate their commitment to e-government and appropriate use of IEG capital grant. In particular, the fourth year of IEGs represents a crucial point of reference as local authorities move from the investment to the delivery phase of their local e-government programmes.

This proforma is intended to standardise Implementing Electronic Government (IEG) returns for 2004. It has been prepared for English County, District, Unitary Councils, London Boroughs, the Corporation of London, the Greater London Authority, London Development Agency, Transport for London who are subject to the Best Value Performance Indicator 157 and have been requested to prepare these statements. An amended version of this IEG4 proforma is available to National Park Authorities reflecting their different priority outcome responsibilities. Please note that Fire & Rescue authorities are <u>not</u> required to submit an IEG4 return, although county councils with responsibility for this service should include fire and rescue data as part of their general return.

Priority Outcomes

Practitioner guidance on the interpretation of the priority outcomes is available from http://www.idea-knowledge.gov.uk/idk/core/page.do?pageId=1704073. All enquiries on policy matters relating to the priority outcomes should be addressed to the local e-government team at the ODPM.

Funding & Completeness

You should complete the IEG4 mid term return on the basis that it is a required reference document to provide evidence to auditors of how IEG grant funding has been used. You should consult with relevant members of the ODPM's local e-government team for clarification of what is required to complete the proforma fully or to request assistance.

Approval & Publication

It is important that the information contained in your completed IEG4 mid term proforma is approved by the Council before submission and that adequate time for this is built into the timetable. Please note that the esd-toolkit entry process allows you to save a pdf copy of your IEG4 mid term return to facilitate its approval by Members. You are also reminded to note any requirements for disclosure of this information on your public website, in line with your authority's approved Publication Scheme under the requirements of the Freedom of Information Act 2000.

What's New in the Proforma?

The IEG4 Mid Term proforma purposely does not contain any substantive changes from last year's IEG4 proforma. However, it does contain minor updates to reflect the publication of the revised Local Government Efficiency Technical Note in January 2005 and the publication of the Government Connect Prospectus in March 2005.

Please note that submissions will only be accepted online via the Electronic Service Delivery (ESD) toolkit supported by the Improvement & Development Agency (IDEA) (www.esd-toolkit.org)[3]. Councils must make individual submissions - partnership returns are not acceptable.

You should allow adequate time to register and acquaint yourself with this facility prior to the submission deadline. Registration is free, and is both sufficient for the purposes of IEG4 mid term submission and for obtaining a copy of the local Government Services List (LGSL) needed for BVPI 157 calculation.

Please do not hesitate to contact relevant members of the ODPM local e-government team should you require further information or clarification. Contact details can be found on the last page of this guidance.

PROFORMA CONTENT
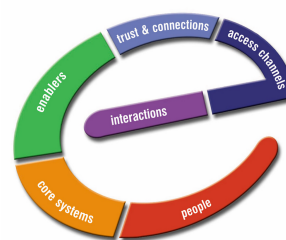
You are asked to summarise the plans and progress of your local authority according to the information requested below, as follows:

Section 1 – Priority Outcomes (self-assessment)

Section 2 – Change Management (self-assessment)

Section 3 – BVPI 157

Section 4 – Access Channel Take-Up

Section 5 – Local e-Government Implementation Costs

Section 6 – Local e-Government Programme Efficiency Savings

Please refer to www.localegov.gov.uk for further background information, including details of the priority outcomes guidance paper. Information on National Projects is available at www.localegovnp.org. Further information about local e-government is also available from the IDEA's Knowledge website at www.idea-knowledge.gov.uk.

In relation to Section 1 below, it is recognised that local authorities in two-tier areas may not have a statutory responsibility for service delivery in some of the areas listed. It is not the intention to ask district councils to deliver service provision outcomes for schools, or for county councils to deliver outcomes for benefits. However, a minimum requirement in terms of meeting a priority outcome for an authority with no direct statutory service responsibility is to offer appropriate (deep) hyperlinks to the relevant web pages of the local district or county councils that do provide the service. In practice, authorities in two-tier areas will need to work in partnership to establish

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[3] IEG4 returns submitted by email will only be accepted for National Park Authorities, the Greater London Authority, the London Development Agency and Transport for London who are not catered for through esd-toolkit arrangements.

protocols covering the deep linking responsibilities within the ODPM's Priority Outcomes. This information should then be 'traffic-lighted' on the proforma accordingly.

Please add any explanatory or qualifying notes in the comment column, as appropriate.

Not all the elements in the proforma checklist in Section 2 below will necessarily be a part of your local e-government strategy, but you are expected to be aware of all of these elements and have taken a corporate position in relation to them. It is recognised that your IEG strategy will reflect local priorities and customer preferences, but you are asked specifically to provide accompanying commentary on any areas of the proforma checklist that remain "red" in 2005/06.

Name of Authority: _____

IEG Contact Name: _____

Email: _____

Telephone No: _____

Local Context

You may enter free text here to summarise the current stage of development of your authority's local e-government programme and your delivery plans up to and beyond December 2005, including the benefits that citizens will see as a result of e-government investment. It is suggested that this section be utilised to set the local context for the information contained in this return avoiding the use of technical jargon.

Traffic Light Status: availability against 31 December 2005 target date for local e-government	Current Status	Anticipated Status at 30/09/05	Anticipated Status at 31/12/05	Anticipated Status at 31/03/06	Comment
Local e-organisation: **Red = Preparation & planning – to include projects that are being planned or being piloted**					e.g. "red" status should be applied to all elements on the proforma where work is at a primary or research stage, being piloted before wider rollout across the authority/partnership, or planned but not yet approved for funding.
Amber = Implementation stage – roll out of approved projects					e.g. "amber" status should be applied to all elements on the proforma where work has been approved for funding and is actively being implemented.
Green = Fully implemented – projects completed & implemented					e.g. "green" status should be applied to all elements on the proforma where projects have been actioned and implemented or particular standards achieved with plans for extended rollout on an enterprise-wide basis, i.e. across the authority/partnership. Please note that all "R" and "G" numbered priority outcomes listed in Section 1 are expected to be "green" by 31 December 2005 and 31 March 2006 respectively. This includes a requirement for deep-linking in relation to non-statutory functions.
e.g. for progress against a particular element you might enter:	**Red**	**Amber**	**Green**	**Green**	

Section 1 – Priority Outcomes (self-assessment)[4]

Satisfactory progress towards delivery of the listed priority outcomes listed below is required within the remit for achieving e-government by 2005 and will inform the release of IEG capital funding in 2005/06

Outcome & Transformation Area Description	Current Status	Anticipated Status at 30/09/05	Anticipated Status at 31/12/05	Anticipated Status at 31/03/06	Comment *You may comment here in order to qualify the information given, request ODPM support, or identify your authority as an exemplar of good practice in a particular area*
R1 Parents/guardians to apply online for school places for children for the 2007 school year. The admissions process starts about a year before the beginning of the school year, e.g. September 2006 for 2007 entry[5]					
R2 Online access to information about educational support services that seek to raise the educational attainment of Looked After Children[6].					
G1 Development of an Admissions Portal and / or e-enabled telephone contact centre to assist parents, carers and children in their choice of, and application to local schools					
E1 If already 'green' on R1, R2 & G1 above, please comment on agreed baseline and targets for take-up of online schools admissions service and educational attainment of Looked After Children in comment column opposite. Otherwise, leave this row blank.					
R3 One stop direct online access and deep linking to joined up A-Z information on all local authority services via website or shared telephone contact centre using the recognised taxonomy of the Local Government Category List[7] (see www.laws-project.org.uk).					
R4 Local authority and youth justice agencies to co-ordinate the secure online sending, sharing of and access to information in support of crime reduction initiatives in partnership with the local community.					
G2 Empowering and supporting local organisations, community groups and clubs to create and maintain their own information online, including the promotion of job vacancies and events					

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[4] See http://www.odpm.gov.uk/pns/DisplayPN.cgi?pn_id=2004_0112 and http://www.idea.gov.uk/knowledge
[5] Owing to the long lead-in time, school admissions systems will need to be in place by March 2006 at the latest.
[6] i.e. young people who cannot live with their families and are in the care of Social Services (referred to by the DfES as Children in Public Care).
[7] Authorities using alternative service taxonomies (e.g. seamlessUK) should plan for migration to the LGCL by December 2005.

E2 If already 'green' on R3, R4 & G2 above, please comment on agreed baseline and targets for customer satisfaction and efficiency savings between the supplying organisations on shared community information initiatives in the comment column opposite. Otherwise, leave this row blank.					
R5 Public access to online reports, minutes and agendas from past council meetings, including future meetings diary updated daily.					
R6 Providing every Councillor with the option to have an easy-to-manage set of public web pages (for community leadership purposes) that is either maintained for them, or that they can maintain themselves.					
G3 Citizen participation and response to forthcoming consultations and decisions on matters of public interest (e-consultation), including facility for citizens to sign up for email and/or SMS text alerts on nominated topics.					
G4 Establishment of multimedia resources on local policy priorities accessible via public website (e.g. video & audio files).					
E3 If already 'green' on R5, R6, G3 & G4 above, please comment on agreed baseline and targets for e-participation activities, including targets for citizen satisfaction in the comment column opposite. Otherwise, leave this row blank.					
R7 Online public reporting/applications, procurement and tracking of environmental services, includes waste management and street scene (e.g. abandoned cars, graffiti removal, bulky waste removal, recycling).					
R8 Online receipt and processing of planning and building control applications.					
G5 Public access to corporate Geographic Information Systems (GIS) for map-based data presentation of property-related information.					
G6 Sharing of Trading Standards data between councils for business planning and enforcement purposes.					
G7 Use of technology to integrate planning, regulation and licensing functions (including Entertainment Licensing and Liquor Licensing) in order to improve policy and decision-making processes around the prevention of anti-social behaviour.					

E4 If already 'green' on R7, R8, G5, G6 & G7 above, please comment on agreed baseline and targets for take-up of planning and regulatory services online, including targets for customer satisfaction and efficiency savings in the comment column opposite. Otherwise, leave this row blank.				
R9 Appropriate online e-procurement solutions in place, including as a minimum paperless ordering, invoicing and payment.				
G8 Establishment of a single business account (i.e. a cross-departmental 'account' run by the local authority whereby businesses are allocated a unique identifier that can be stored and managed via a corporate CRM account facility supporting face-to-face, website and contact centre transactions).				
G9 Regional co-operation on e-procurement between local councils.				
If already 'green' on R9, G8 & G9 above, please comment on progress towards providing: **E5** Access to virtual e-procurement 'marketplace'; **E6** Inclusion of Small and Medium Enterprises (SMEs) in e-procurement programme, in order to promote the advantages of e-procurement to local suppliers and retain economic development benefits within local community; **E7** Agreed targets (please specify) for efficiency savings by December 2005, including the % of undisputed invoices paid in 30 days (BVPI 8); in the comment column opposite. Otherwise, leave this row blank.				
R10 Online facilities to be available to allow payments to the council in ways that engender public trust and confidence in local government electronic payment solutions (e.g. email receipting/proof of payment, supply of automatic transaction ID numbers).				
R11 Delivery of 'added value' around online payment facilities, including ability to check Council Tax and Business Rate balances online or via touch tone telephone dialling.				
G10 Demonstration of efficiency savings and improved collection rates from implementation of e-payments.				
G11 Registration for Council Tax and Business Rates e-billing for Direct Debit payers.				

If already 'green' on R10, R11 G10 & G11 above, please comment on progress towards providing: **E8** Provision of facilities for making credit or debit card payments via SMS text message for parking fines (mobile phone); **E9** Adoption of smart cards as standard for stored payments (e.g. replacing swipe cards); **E10** Agreed baseline and targets for reductions in unit costs of payment transactions; in the comment column opposite. Otherwise, leave this row blank.				
R12 Online renewal and reservations of library books and catalogue search facilities.				
R13 Online booking of sports and leisure facilities, including both direct and contracted-out operations.				
G12 Integrated ICT infrastructure and support to ensure the consistent delivery of services across all access channels (e.g. web, telephone, face to face) based on e-enabled back offices and smart card interfaces for council library, sports and leisure services.				
E11 If already 'green' on R12, R13 & G12 above, please comment on agreed baseline and targets for take-up of library, sports & leisure services online, including targets for customer satisfaction and efficiency savings in the comment column opposite. Otherwise, leave this row blank.				
R14 Online facilities to be available to allow the public to inspect local public transport timetables and information via available providing organisation, including links to 'live' systems for interactive journey planning.				
R15 Online public e-consultation facilities for new proposals on traffic management (e.g. controlled parking zones (CPZs), traffic calming schemes), including publication of consultation survey results.				
G13 E-forms for "parking contravention mitigation" (i.e. appeal against the issue of a penalty charge notice), including email notification of form receipt and appeal procedures.				
G14 GIS-based presentation of information on roadworks in the local area, including contact details and updated daily.				

E12 If already 'green' on R14, R15, G13 & G14 above, please comment on agreed baseline and targets for customer satisfaction and efficiency savings in the column opposite. Otherwise, leave this row blank.					
R16 E-enabled "one stop" resolution of Housing & Council Tax Benefit enquiries via telephone, contact centres, or via one stop shops using workflow tools and CRM software to provide information at all appropriate locations and enable electronic working from front to back office.					
R17 Online facilities to be available to allow citizens or their agents to check their eligibility for and calculate their entitlement to Housing & Council Tax Benefit and to download and print relevant claim forms.					
G15 Mobile office service using technology to offer processing of Council Tax and Housing Benefit claims directly from citizens' homes.					
If already 'green' on R16, R17 & G15 above, please comment on progress towards providing: **E13** Agreed baseline and targets for turnaround in processing of Council Tax and Housing Benefit claims (BVPI 78) and renewals. **E14** Pre-qualification of Council Tax and Housing Benefit claimants for other eligible entitlements (e.g. school uniform grants, free school meals), including pre-filling of relevant claim forms. in the comment column opposite. Otherwise, leave this row blank.					
R18 Comprehensive and dedicated information about access to local care services available over the web and telephone contact centres.					
R19 Remote web access or mediated access via telephone (including outside of standard working hours availability) for authorised officers to information about individual 'care packages', including payments, requests for service and review dates.					
G16 Systems to support joined-up working on children at risk across multiple agencies.					
G17 Joint assessments of the needs of vulnerable people (children and adults), using mobile technology to support workers in the field.					
E15 If already 'green' on R18, R19, G16 & G17 above, please comment on agreed baseline and targets for customer satisfaction, including improvement in numbers of users/carers who said that they got help quickly (BVPI 57) in the column opposite. Otherwise, leave					

this row blank.					
R20 Email and Internet access provided for all Members and staff that establish a need for it.					
R21 ICT support and documented policy for home/remote working (teleworking) for council members and staff.					
R22 Access to home/remote working facilities to all council members and staff that satisfy the requirements set by the Council's published home/remote working policy.					
G18 Establishment of e-skills training programme for council members and staff with recognised basic level of attainment (e.g. European Computer Driving Licence, British Computer Society Qualification "e-Citizen").					
E16 If already 'green' on R20, R21, R22 & G18 above, please comment on agreed targets for baseline and efficiency savings arising from the introduction of new ways of working in the column opposite. Otherwise, leave this row blank.					
R23 Self-service or mediated access to all council services outside standard working hours via the Internet or telephone contact centres (i.e. available for extended hours outside of 9am-5pm Monday to Friday).					
R24 Implementation of a content management system (CMS) to facilitate devolved web content creation and website management.					
G19 Adoption of ISO 15489 methodology for Electronic Document Records Management (ERDM) and identification of areas where current records management policies, procedures and systems need improvement to meet the requirements of Freedom of Information (FOI) and Data Protection legislation (see www.pro.gov.uk/about/foi/map-local.rtf).					
G20 Conformance with level AA of W3C Web Accessibility Initiative (WAI) standards on website accessibility (see www.w3.org/WAI).					
G21 Compliance with Government Interoperability Framework (e-GIF), including the Government Metadata Standard (e-GMS) (see www.egifcompliance.org & www.govtalk.gov.uk).					
E17 If already 'green' on R23, R24, G19, G20 & G21 above, please comment on agreed baseline and targets for efficiency savings based around improved accessibility of services and information in the column opposite. Otherwise, leave this row blank.					

R25 Online publication of Internet service standards, including past performance and commitments on service availability.					
R26 Monitoring of performance of corporate website, or regional web portal, between 2003/04 and 2005/06 in order to demonstrate rising and sustained use, as measured by industry standards including page impressions and unique users.					
G22 Establishment of internal targets and measures for customer take-up of e-enabled access channels.					
G23 Adoption of recognised guidelines for usability of website design (see www.laws-project.org.uk).					
E18 If already 'green' on R25, R26, G22 & G23 above, please comment on agreed baseline and take-up targets for migration of local authority business to e-access channels (e.g. web, telephone contact centres, Interactive Digital TV, mobile telephone) by 2005/06, including efficiency savings in the column opposite. Otherwise, leave this row blank.					
R27 Systems in place to ensure effective and consistent customer relationship management across access channels and to provide a 'first time fix' for citizen and business enquiries, i.e. using a common database, which holds customer's records, to deliver services across different channels, and enabling joined-up and automated service delivery.					
R28 All email and web form acknowledgements to include unique reference number allocated to allow tracking of enquiry and service response.					
R29 100% of email enquiries from the public responded to within one working day, with documented corporate performance standards for both email acknowledgements and service replies					
G24 Integration of customer relationship management systems with back office activity through use of enabling technology such as Workflow to create complete automation of business process management.					
G25 Facilities to support the single notification of a change of address, i.e. a citizen should only have to tell the council they have moved on one occasion and the council should then be able to update all records relating to that person to include the new address.					

E19 If already 'green' on R27, R28, R29, G24 & G25 above, please comment on agreed baseline and improvement targets for the percentage of public enquiries about council services resolved at first point of contact and efficiency savings resulting from investment in customer relationship management and workflow technology in the column opposite. Otherwise, leave this row blank.					

Section 2 – Change Management (self-assessment)

Authorities are asked to provide information on advisory good practice outcomes relating to the internal organisation and management practices of the council that are required to help deliver the people, systems and service management changes necessary for e-government. Information supplied here will be used to inform national policy, but does not fall within the remit of the December 2005 target.

• Appointment of people to the following key local e-government functions in your Council (see http://www.idea-knowledge.gov.uk/idk/aio/206757: i) Member & officer e-champions ii) e-government programme manager iii) customer services management • Inclusion of competency development of the above key functions and training for staff affected by e-Government projects, within the Council's workforce development planning • Establishment of an e-delivery board[8] • Use of formalised programme & project management methodologies (e.g. PRINCE2) to support e-delivery programme • Documentation/agreement of corporate risk management strategy for roll-out of local e-government, including regular review of risk mitigation measures • Use of customer consultation/research to inform development of corporate e-government strategy • Establishment of policy for addressing social inclusion within corporate e-government strategy • Appointment of officer(s) to lead on corporate governance of information assets and information legislation (e.g. Freedom of					

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[8] i.e. the board that has overall responsibility for all the e-programmes in an authority as well as other governance issues such as overseeing the general management processes and the ICT architecture to deliver e-government.

[9] Areas where benefits may be identified include policy or legal requirement (required), quality of service, internal management, process improvement (productivity or efficiency), Personnel or HR management, risk reduction, flexibility, economy, revenue enhancement or acceleration, strategic fit.

Information Act)					

- Establishment of Public Services Trust Charter re the use of personal information collected to deliver improved services, including data sharing protocol framework (see http://www.dca.gov.uk/foi/sharing/toolkit/lawguide.pdf & http://www.govtalk.gov.uk/documents/eTrustguidegovtalk.rtf) and designation of an Information Sharing Officer

- Establishment of partnerships for the joint (aggregated) procurement of broadband services

- Engagement with intermediaries re addressing issues of take up and efficiency in the delivery of e-government services (e.g. Citizens Advice Bureaux) and including intermediaries component of Government Connect (see http://www.govtalk.gov.uk/documents/intermediaries_policy_document.pdf & http://www.govconnect.gov.uk/ccm/portal/)

- Compliance with BS 7799 on information security management

- Implementation of Benefits Realisation Plan[9] for delivery of local e-government programme strategic objectives

- Completion of mapping of Local Government Services List transactions against approved security levels (0-3) (see http://www.esd.org.uk/standards/lgsl/lgsl.doc & http://www.authentication.org.uk/levels.asp & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/40/04002240.doc)

- Planned compliance to HMG Security and authentication frameworks through commitment to citizen, employee and volunteer account registration in Government Connect (see http://www.govconnect.gov.uk/ccm/portal/ & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/45/04002245.doc & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/43/04002243.doc & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/40/04002240.doc & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/20/53/04002053.doc & http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/39/39/04003939.doc)

- Compliance with an independent trust scheme approval process designed to provide assurance for individuals and companies using or relying upon e-business transactions (see www.tscheme.org) and which will work with Government Connect (see http://www.govconnect.gov.uk/ccm/portal/)

- Use of Government Connect (see

http://www.govconnect.gov.uk/ccm/portal/) to support:

i)   personalisation & registration for services categorised at security levels '0' and '1' through the citizen account

ii)   adoption of Unique IDentifiers (UIDs) and associated standards, as designated in Government Connect

iii)   the bereavement journey & closing of accounts (see http://www.cabinetoffice.gov.uk/regulation/pst/projects/mad/bereave.asp

iv)   citizen & business authentication for services for services categorised at security levels 0-3

v)   registration & authentication of employees for internal and cross-agency services

vi)   corporate approach to collection of e-payments

vii)   cross agency secure transactions (Government to Government)

viii)   account structures for citizens, businesses, property, voluntary & community bodies, schools and parishes

ix)   common XML schema and frameworks for performance management, Local Strategic Partnerships and Local Area Agreements (where in place)

x)   GC Register (see http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en)

xi)   GC Exchange (see http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en)

- Government Connect (see http://www.govconnect.gov.uk/ccm/portal/) back-office connection in place (Department Interface Server)

- connection to Directgov (see http://www.direct.gov.uk) from corporate website and partnership portal(s)

- Compliance with Freedom of Information Act 2000, including responding to requests for information from individuals within a reasonable time period (see http://www.lcd.gov.uk/foi/foidpunit.htm & http://www.pro.gov.uk/recordsmanagement/access/default.htm)

- Regularly-maintained link from Local Land & Property Gazetteer (LLPG) to National Land & Property Gazetteer (NLPG) (see http://www.nlpg.org.uk)

- Connection to National Land Information Service (NLIS) at Level

3 (see http://www.nlis.org.uk) • Introduction and maintenance of an online service directory for Children's services for professionals working with children & young people, and allowing public access where possible (for further information see http://www.dfes.gov.uk/isa)				

Section 3 – BVPI 157

Councils are asked to complete the following table using the definition of Best Value Performance Indicator (BVPI) 157 for Electronic Service Delivery (Corporate). You are required to validate your local list of interactions against Version 2.01[10] of the Local Government Services List (LGSL) developed by local authority members of the esd-toolkit (www.esd-toolkit.org).   All totals and percentages shown should be cumulative.

| BVPI 157 Interaction Type | Forecast average IEG3 % e-enabled position in 2004/05 (i.e. at 31 March 2005) | Actual | | | | Forecast |
		2001/2	2002/3	2003/4	2004/5	2005/6[11]
Providing information: • Total types of interaction e-enabled • % e-enabled	94%					
Collecting revenue: • total types of interaction e-enabled • % e-enabled	87%					
Providing benefits & grants: • total types of interaction e-enabled • % e-enabled	78%					
Consultation: • total types of interaction e-enabled • % e-enabled	86%					
Regulation (such as issuing licences): • total types of interaction e-enabled • % e-enabled	76%					
Applications for services: • total types of interaction e-enabled • % e-enabled	83%					
Booking venues, resources & courses: • total types of interaction e-enabled • % e-enabled	78%					
Paying for goods & services: • total types of interaction e-enabled • % e-enabled	80%					
Providing access to community, professional or business networks: • total types of interaction e-enabled • % e-enabled	82%					
Procurement: • total types of interaction e-enabled • % e-enabled	73%					
• TOTAL:**TYPES OF INTERACTION E-ENABLED** • **% E-ENABLED**	**86%**					

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[10] This updates Version 2.0 to include National Park Authority services and represents the 'core' list which will remain unchanged until April 2006 and will provide a common baseline for calculating BVPI 157 and reporting figures in IEG returns.

[11] It is anticipated that authorities will base their annual BVPI 157 actuals/estimates on the position at the 31st March in each financial year (i.e. year end), with the exception of 2005/6 when the position at 1st January 2006 is required.

Section 4 – Access Channel Take-Up

In order to demonstrate public take-up of the main e-access channels that you are investing in, you are asked to complete the table below detailing actual and forecast figures for numbers of e-enabled payment transactions and change of address notifications. It is important that e-access channel investment and rollout also facilitates accompanying improvements in the corporate management capability required to monitor and collect such statistics. Industry definitions of page impressions[12] and unique users[13] are given in the footnotes below.

	Actual		Forecast			Comment
E-enablement & Main E-Access Channel Take-Up	03/04	04/05	05/06	06/07	07/08	
Local Service Websites • Page impressions (annual) • Unique users, i.e. separate individuals visiting website (annual) • Number of e-enabled payment transactions accepted via website • Number of change of address notifications accepted via website						
Telephone *(i.e. telephone interactions where officers can access electronic information and/or update records on-line there and then, including interactions in contact centres):* • Number of e-enabled payment transactions accepted by telephone • Number of change of address notifications accepted via telephone						
Face To Face *(i.e. front-line operations where officers can access electronic information and/or update records on-line there and then, including interactions at reception desks, One Stop Shops & home visits):* • Number of e-enabled payment transactions accepted via personal contact • Number of change of address notifications accepted via personal contact						
Other Electronic Media *(e.g. BACS, text messaging):* • Number of e-enabled payment transactions accepted via BACS • Number of e-enabled payment transactions accepted via text message or other electronic form • Number of change of address notifications accepted via other electronic media						

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[12] ***Unique User*** (industry audit definition): According to IFABC Global Web Standards (www.ifabc.org) a Unique User is an "IP address plus a further identifier. Sites may use User Agent, Cookie and/or Registration ID." Note that where users are allocated IP addresses dynamically (for example by dial-up Internet Service Providers), this definition may overstate or understate the real number of individual Users concerned. A Unique User is at a minimum an IP address + the Browser ID with a unique address entering a website by any page and is counted once for the given period (the minimum audit period is one calendar month). The number of Unique Users is an indicator of a website's audience or reach.

[13] ***Page Impression*** (industry audit definition): According to IFABC Global Web Standards (www.ifabc.org) a Page Impression is a "file or a combination of files sent to a user as a result of that user's request being received by the server." In effect, one request by a valid User should result in one Page Impression being counted. In most cases, a single request from a User causes the server to send several files to satisfy the request. For example, the server may send a .html file followed by several associated graphic images and audio files. A single request from a user may also cause the server to send additional .html files to build a frameset. The site must ensure that all additional, non-requested files are filtered out and excluded when counting the claimed number of Page Impressions.

| **Non Electronic** (e.g. cash office, post)
• Number of payments accepted by cheque or other non-electronic form
• Number of change of address notifications accepted via non-electronic form | | | | | | |

Section 5 – Local e-Government Implementation Expenditure

Councils are asked to provide a summary of current and forecast expenditure on implementing electronic government up to 2007/08. This should include the standard elements in the table below and brief commentary on the use of IEG money. For 2005/6 onwards, please include best estimates of revenue and capital expenditure even though the council may not yet have officially approved the budgets. (Please note that implementing e-government expenditure refers to investment designed to e-enable local services and to transform their accessibility, quality and cost-effectiveness in line with the 2005 target. Cyclical spend related to the maintenance of the existing ICT infrastructure should not be included):

	Backward Look (£)		Forward Look (£)			Comment
Programme Resources	01/02 to 03/04	04/05	05/06	06/07	07/08	
• IEG capital grant	400,000	350,000	150,000			
• **your council's nominal pro rata share of** ODPM Local e-Government Partnership Programme capital grant allocated in your area						
• financial contribution from public-private partnerships						
• resources being applied from internal revenue and capital budgets[14] to implement e-government						
• other resources (e.g. training) (please specify)						
• ODPM e-Innovations Fund capital grant						
• financial contributions from other sources of Government funding, such as the Invest to Save Budget (ISB), EU funding						
TOTAL						

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[14] Please show the actual capital expended in each year, not the annual cost of servicing the loan.

Section 6 – Local e-Government Programme Efficiency Gains[15]

The calculation of efficiency gains from local e-government has been designed to align with the approach to measuring achievement against the efficiency gains target set out in the January 2005 Efficiency Technical Note (ETN) for Local Government[16]. Links to listed websites in the table Notes also offer a key source of support in calculating figures.

	Backward Look (£)		Forward Look (£)						Notes
	04/05		05/06		06/07		07/08		
Efficiency gains	Annual gain	… of which cashable	Expected annual gain	… of which cashable	Expected annual gain	… of which cashable	Expected annual gain	… of which cashable	
Corporate services, of which:									Corporate Services includes, but is not limited to, Finance, HR (in respect of training; only the function, not the spend), ICT, Procurement (the function, not the spend), Legal Services, Facilities Management, Travel Services, Security Services and Marketing & Communications).
• e-recruitment									Includes administrative savings on staff time (where staff are reallocated), printing, postage and on advertising expenditure.
• e-payments									See http://www.epayments.org.uk/preparation/business_case/#doc3026.
• corporate services efficiencies not covered above									
e-Procurement, of which:									Procured goods and services include commodity goods and services as well as professional services, temporary labour and construction. It also includes sector specific markets for areas such as roads, social housing, social care, environmental services and police. See www.nepp.org.uk/ & www.idea-knowledge.gov.uk/idk/aio/70780.
• Service Specific									i.e. including Adult Social Services, Children's services, Culture and sport, Environmental services, Local transport, LA social housing, Non-school education services, supporting people.
• Cross-cutting e-procurement efficiencies not covered above									

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[15] i.e. Increases in output quality and quantity for the same cost, or sustained outputs for reduced cost, arising from the application of local e-government to automate business processes and improve managerial effectiveness. Only efficiency gains arising from investment to e-enable local services and to transform their accessibility, quality and cost-effectiveness in line with the 2005 target should be included. Savings arising from cyclical spend related to the maintenance of the existing ICT infrastructure should not be included.

[16] See http://www.odpm.gov.uk/stellent/groups/odpm_localgov/documents/page/odpm_locgov_032805.pdf.

Productive time, of which:									The focus for this work stream is on increasing the productivity of front line staff and those who support them. Councils are expected to drive through the benefits of e-Government investment in terms of changing working and management practices to maximise the amount of time that existing members of staff are engaged in productive work (with costs reallocated accordingly), e.g. by reducing the time spent by professionals in accessing and handling information, reducing time lost through high staff turnover by introduction of remote working / home working.
• Service Specific									i.e. including Adult Social Services, Children's services, Culture and sport, Environmental services, Local transport, LA social housing, Non-school education services, supporting people.
• Cross-cutting productive time efficiencies not covered above									
Transactions									The transactions work stream applies to those efficiencies that can be gained through such means as combining activities to produce more efficient ways of dealing with customers or streamlining processes, or making a major shift from manual to electronic processing. Transactions includes areas such as council tax collection, housing benefit administration and collection of non-domestic rates, i.e. delivering efficiencies through the migration of appropriate customer groups towards more cost effective channels such as web-based interfaces and telephone contact centres, with staff reallocated accordingly.
Miscellaneous efficiencies not covered above									

TOTAL EFFICIENCY GAINS - GROSS									
LESS e-government implementation expenditure									i.e. as identified above in Section 5 - Local e-Government Implementation Expenditure
TOTAL EFFICIENCY GAINS - NET									

SUBMISSION

Please make sure that all IEG4 mid term entries are completed on the esd-toolkit (www.esd-toolkit.org) **by midday on Monday 18 July 2005**.

All general comments and enquiries regarding the IEG4 mid term process should be addressed to:

Local e-Government
Office of the Deputy Prime Minister
Zone 3/C5
Bressenden Place
London SW1E 5DU

E-mail: localegov@odpm.gsi.gov.uk
Tel: 020 7944 4258

FURTHER INFORMATION

Details of the National Strategy for local e-government and Priority Outcomes can be found at www.localegov.gov.uk

Details of National Projects can be found at http://www.localegovnp.org

Details of Government Connect can be found at http://www.govconnect.gov.uk

The Directgov website can be found at www.direct.gov.uk

Details of national infrastructure projects can be found at http://e-government.cabinetoffice.gov.uk/Home/Homepage/fs/en & http://www.idea.gov.uk/lgih/

Your regional IEG4 mid term contacts at the ODPM are:

East – Julian Bowrey – julian.bowrey@odpm.gsi.gov.uk

West Midlands, East Midlands – Colin Whitehouse – colin.whitehouse@odpm.gsi.gov.uk

South West – Peter Blair – peter.blair@odpm.gsi.gov.uk

London, South East, North East, National Parks - Janice Morphet – janice.morphet@odpm.gsi.gov.uk

North West, West Midlands, Yorkshire & Humberside - Chris Haynes – chris.haynes@odpm.gsi.gov.uk

PUBLICATION OF IEG RETURNS

The ODPM may wish to publish information in connection with IEG4 mid term returns in due course or deposit them in its own library or that of the Houses of Parliament. Information may also be published as part of a national database to allow other local authorities to use IEG4 mid term data for benchmarking purposes. Should you wish any element of your proforma to be treated in confidence please clearly indicate this in your response. Nevertheless, all responses will be included in statistical summaries.