



## BROMSGROVE DISTRICT COUNCIL

### EXECUTIVE CABINET

WEDNESDAY, 28TH SEPTEMBER 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](http://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 Special Executive Cabinet Meeting held on 9th September 2005
4. Public Questions
5. To receive the Minutes of the Member Development Working Group dated 12th September 2005
6. Issues arising from Overview and Scrutiny Committees
  - (a) Planning Services – Staff Salaries
7. Notices of Motion referred from Council under Council Procedure Rule 10
  - (a) **Rats**

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

“All research shows clearly that the rat population throughout the country is on the increase and has been for a number of years. It is a serious health threat to us all. However, this Council for the first time has introduced barriers to the control of the rat population by introducing a call-out fee of thirty pounds to respond to rat sightings. This will deter residents from reporting sightings, and allow the rat population to expand unabated. Fees should play no part in the ongoing struggle to control the rat population and therefore we call upon the Council to withdraw the fee and encourage people to report rat sightings.”

8. Recovery Plan Update
9. Revising the Medium Term Financial Plan 2005/06 to 2008/09
10. Amphlett Hall
11. Public Speaking at Planning Committee
12. Street Scene and Waste Management Strategic Review
13. Extra Care Housing for Older People
14. Bromsgrove Technology Park – Design Guide
15. Capital Outturn 2004/05
16. Mill Lane Contractor Compound Area
17. Mill Lane Dedication of Land
18. To consider any other business, details of which have been notified to the Head of Legal and Democratic Services prior to the commencement of the meeting and which the Chairman, by reason of special circumstances, considers to be of so urgent a nature that it cannot wait until the next meeting
19. To consider, and if considered appropriate, to pass the following resolution to exclude the public from the meeting during the consideration of item(s) of business containing 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.  
20

Paragraph  
7

20. Spadesbourne Suite Kitchen (not available to the Public)

S. NIXON  
Chief Executive

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

19th September 2005

# **BROMSGROVE DISTRICT COUNCIL**

## **SPECIAL MEETING OF THE EXECUTIVE CABINET**

Friday, 9th September 2005 at 2.00 p.m.

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

Observer: Councillor Mrs. A. E. Doyle

76/05 **APOLOGIES**

Apologies for absence were received from Councillors R. Hollingworth and P. J. Whittaker.

77/05 **MINUTES**

The Minutes of the Meeting of the Executive Cabinet held on 24th August 2005 were submitted.

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

78/05 **PROGRESS ASSESSMENT – SELF ASSESSMENT**

Consideration was given to the Self Assessment document which had been amended to reflect comments arising from the consultation process and to correct minor inconsistencies and typographical inaccuracies. Thanks were expressed to all those who had contributed to the document and following discussion it was

**RESOLVED:**

- (a) that the Self Assessment document as amended be approved for submission to the Audit Commission as a basis for carrying out the Progress Assessment;
- (b) that the four Group Leaders be offered the opportunity to sign the document in order to signify their support for the contents; and
- (c) that in view of the proximity of the deadline for submission of the document, the Cabinet's decision on this matter be not subject to the Council's call-in procedure.

The Meeting closed at 2.25 p.m.

Chairman

## **BROMSGROVE DISTRICT COUNCIL**

### **MEETING OF THE MEMBER DEVELOPMENT WORKING GROUP**

Monday, 12th September 2005, at 6.00pm

PRESENT: Councillors C. B. Lanham (Chairman), A. L. Deakin, Mrs. A. E. Doyle (substituting for N. Psirides J.P.), Mrs. J. Dyer O.B.E. (substituting for Mrs. K. M. Gall), B. L. Fuller C.B.E., Q.F.S.M., Ms. J. A. Marshall, C. R. Scurrall, Mrs. M. A. Sherrey (substituting for E. C. Tibby) and C. J. Tidmarsh (substituting for D. Hancox).

18/05 **APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors G. N. Denaro, Mrs. K. M. Gall, D. Hancox, N. Psirides J.P., and E. C. Tibby.

19/05 **MINUTES**

The Minutes of the Meeting of the Working Group held on 18th July 2005 were submitted.

**RESOLVED:** that the Minutes of the Meeting held on 18th July 2005 be approved and confirmed.

20/05 **MEMBERS' IT ISSUES**

Arising from the Minutes of the previous Meeting, Members raised a number of issues relating to IT. In particular, attention was drawn to the small number of Members whose web pages had been completed and it was felt that all Members should be encouraged to fill in the necessary information to get their web pages up and running.

In addition, it was noted that whilst IT training sessions had been provided, at that time, a number of Members had not taken possession of their laptops and further opportunity for training would now be beneficial.

It was also clear that there was still work to be done before Members could fully make use of laptops at Council Meetings etc.

Following discussion, it was

**RESOLVED:** that the report on a timetable for the roll-out of Members' laptops and the necessary connections to broadband etc., previously requested be submitted to the next Meeting, together with an update of any other Members' IT issues.

21/05 **HALF YEAR MEMBER DEVELOPMENT PROGRAMME**

The Working Group gave consideration to a report which contained a programme of training events to take place during the next six months. The programme was to be funded from the Council's own budget provision although reference was also made at the Meeting to possible funding from the Capacity Building Fund which would meet the costs of additional training for Members in relation to issues identified as part of the Recovery Process. It was made clear that any training provided by way of the Capacity Building Fund bid would compliment the training in the six month programme now proposed.

Members welcomed the proposed programme and felt that it represented an important step forward in the provision of Member Training and Development. It was suggested that Members' Induction Training also required review, in time for the next District Council elections. A number of minor amendments to the presentation of the document were suggested. There was some flexibility in the timings of events, depending upon the demand from individual Members. It was also suggested it may be helpful for the various political groups to give consideration to appropriate training for their Members with particular interests or responsibilities but that was clearly an issue for each group.

It was felt to be important for feedback from Members on the various courses to inform the planning of a future programme and that future training provided for the needs of the Authority. It was

**RECOMMENDED:**

- (a) that the Member Development Programme covering the next six months as set out in the report be approved; and
- (b) that a letter be sent to all Members enclosing the Development Programme and emphasising the importance of Members attending the relevant training courses.

22/05

**IDeA LEADERSHIP ACADEMY**

Consideration was given to the report on the IDeA Leadership Academy and the suggestion that Members of the Executive Cabinet participate in the Leadership Academy. It was noted that the cost of each place on the programme would be £1,250 and that this had been included within the Capacity Building Fund bid. It was reported that IDeA had offered one free place on the programme.

The Group felt that more information was required on the value of the programme and the benefit which was likely to result, particularly in view of the cost of the programme and the commitment required. There was also some concern expressed that it was only proposed that Members of the Cabinet should attend. Following discussion, it was

**RESOLVED:** that the offer of a free place on the IDeA Leadership Academy be accepted and that a Member of the Cabinet attend the programme and report fully on the value and content thereof so that an assessment can be made in respect of possible future participation.

23/05

**NEXT MEETING OF THE WORKING GROUP**

It was agreed that the next Meeting of the Working Group be held at 6.00 p.m. on Monday, 24th October 2005.

The Meeting closed at 7.25 p.m.

Chairman

**BROMSGROVE DISTRICT COUNCIL**

**EXECUTIVE CABINET**

**28TH SEPTEMBER 2005**

**PLANNING SECTION – STAFF SALARIES**

Responsible Portfolio Holder	Councillor Mrs. M. M. T. Taylor
Responsible Head of Service	Mr. Peter Allen, Interim Head of Planning and Environment Services

**1. SUMMARY**

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

**2. RECOMMENDATIONS**

- 2.1 Members of the Housing and Planning Policy Scrutiny Committee wish to put forward the following recommendations:
- (i) The problems surrounding recruitment and retention of Planning Officers and the need to increase salaries of such staff be investigated as a matter of urgency; and
  - (ii) Once the current vacancies in Planning Section have been filled and staff have been in the posts for 3-6 months, the staffing structure in the Planning Section, particularly the Enforcement Section, be reassessed.

**3. BACKGROUND**

- 3.1 At the Housing and Planning Policy Scrutiny Committee on the 25th May 2005, members considered a report relating to the staff structure and budget savings within what was Planning Services.
- 3.2 A discussion took place at the meeting relating to the possible consequences of downsizing the Enforcement Section as well as the difficulties in recruitment and retention of staff in Planning Services (due to low salaries compared to neighbouring authorities and large workloads). Members of the Committee are of the opinion that salary levels of Planning Officers should be increased to at least the County average.
- 3.3 The Committee was informed that reports addressing the salary issue had been prepared for the Re-grade Panel and Executive Cabinet. It was therefore decided that the Scrutiny Committee's report would be submitted to the Executive Cabinet supporting the request to increase the salary level for those specific posts.
- 3.4 However, it has been decided that an Officers report will not be submitted to the Executive Cabinet at this time, but the Housing and Planning Policy Scrutiny Committee would still like their views taken into consideration.
- 3.5 Members expressed their strong appreciation for the work being carried out by staff in Planning Services and they believe that the heavy workload being undertaken by Planning Officers needs to be acknowledged.

3.6 Members of the Housing and Planning Policy Scrutiny Committee would like the Executive Cabinet to consider the following bullet points:

- Development Control generated approximately £300,000 income for this authority in terms of planning fees and despite the moratorium the number of planning applications have increased year on year. Whilst it is acknowledged that other departments do not have the opportunity to “earn” such fees, it is felt it should be acknowledged that Planning Services has, by its own efforts and efficiencies, enabled the authority to benefit by over £212,000 via the planning delivery grant this year alone. Given the well publicised staff shortages, it is obvious the high standards and goals have only been reached through goodwill and overtime and the question must be asked – how long can this situation be maintained? It is the view of the Committee that the Council will not be able to sustain the downsizing of the Development Control Unit and that this issue needs to be addressed.
- There are two part time planning officers who, at the moment, are able to cope with some overtime. It is felt that full time officers should be limited to the amount of overtime they put in as long stretches of overtime in a high pressured job, such as Development Control, could lead to an already overstretched department beginning to fail due to staff absences through stress and associated illnesses and staff leaving for similar jobs in the County with a lower workload.
- Members of the Committee are of the opinion that the pay scale and workload are major contributing factors as to why this Council cannot attract further good quality staff. Why would an individual apply for a post at this Council only to be paid less and have a heavier workload than if they applied for the same position at a neighbouring authority?
- Taking the above into consideration, the Committee cannot see how this Council can meet the mission statement or area of focus stated below:  
*Service Mission Statement (1) Provide Customer focused services (2) Provide top quartile services and strive for excellence*  
*Area of Focus (3) To develop a caring socially aware society*
- Whilst members appreciate that the Government assesses the performance of the authority on its ability to process planning applications in the allotted time and not on the number of enforcement notices its serves, it is felt that having an efficient, properly staffed and supervised enforcement section would reduce the number of complaints that reach enforcement notice seriousness. A visit from an authoritative, properly trained enforcement officer would be enough to keep most reasonable residents on the ‘straight and narrow.’
- As this Council does not have enough such enforcement staff, the consequences are that a complaint, once registered may take anything from 4 weeks to investigate and sometimes up to 8 weeks before the complainant hears any response. By this time, a very small transgression can potentially become a very major problem indeed.
- Although the Government assess the Council purely on processing planning applications, public perception of Planning Services, based on the failure of the authority to deal with enforcement complaints, must be on an all time low.

3.7 It is the opinion of members that if the situation is not addressed in a positive manner, it could lead to a steady deterioration in the morale of staff in the Planning Section with the subsequent knock on effect of lower productivity and valued staff leaving the authority.

- 3.8 It is hoped by the Committee that the Executive Cabinet will approve the recommendations contained within this report to assist in overcoming the difficulties with the recruitment and retention of staff in the Planning Section as well as ensuring this Council has the ability and resources to provide top quartile services and strive for excellence for our residents.
- 3.9 Members of the Committee want to again express their strong appreciation for the work being carried out by staff in the Planning Section and they strongly believe that the heavy workload being undertaken by Planning Officers needs to be acknowledged.

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

- 4.1 None as a direct result of recommendations requested but due to staffing recruitment and retention difficulties, the Council may open itself up to a claim of maladministration if it is found by an Ombudsman that enforcement action has not been vigorously pursued.
- 4.2 Any review of salaries could involve additional costs. Detailed information of options and costs incurred can be given at a future date if the recommendations contained within this report are approved.

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

- 5.1 The processing of planning applications is a statutory function.

#### **Background Papers**

Fax received from Councillor Mrs. J. D. Luck.

On behalf of the Housing and Planning Policy Scrutiny Committee  
**Councillor A. N. Blagg (Chairman), Councillor C. R. Scurrall (Vice-Chairman)  
& Councillor Mrs. J. D. Luck**

#### **Contact officer**

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**BROMSGROVE DISTRICT COUNCIL**

**EXECUTIVE CABINET**

**28TH SEPTEMBER 2005**

**PEST CONTROL CHARGES**

Responsible Portfolio Holder	Councillor B. L. Fuller C.B.E.,Q.F.S.M.
Responsible Head of Service	Mr. Peter Allen, Interim of Planning and Environment Services

**1. SUMMARY**

- 1.1 To consider the following Motion on Notice submitted by Councillors C. J. K. Wilson and P. M. McDonald: -

“All research shows clearly that the rat population throughout the country is on the increase and has been for a number of years. It is a serious health threat to us all. However, this Council for the first time has introduced barriers to the control of the rat population by introducing a call-out fee of \*thirty pounds to respond to rat sightings. This will deter residents from reporting sightings, and allow the rat population to expand unabated. Fees should play no part in the ongoing struggle to control the rat population and therefore we call upon the Council to withdraw the fee and encourage people to report rat sightings.”

\* See Appendix for details of charging.

**2. RECOMMENDATION**

- 2.1 That: -
- The Council confirm the current charging scheme and
  - The Council reviews the situation, once the charging scheme has been in operation for 12 months

**3. BACKGROUND**

- 3.1 The Council has no statutory duty to provide a pest control service but under the powers conferred upon it by Section 2 of the Prevention of Damage by Pests Act 1949, there is a duty on Local Authorities to take such steps to keep, as far as practicable, their district free from rats and mice, and in particular: -

- (i) To carry out inspections as necessary;
- (ii) To destroy rats and mice on their own land;
- (iii) To enforce the duties on owners and occupiers of land, or undertake work in default.

The Act also imposes a duty on occupiers to notify the Local Authority of rodent infestations.

- 3.2 The Best Value Services Review on Pest Control undertaken in April 2003 revealed that many local authorities charged for some, or all of its pest control services. Consideration as to whether to charge, or not, and the income that might be generated, had to be balanced against the fear that residents may not report infestations.
- 3.3 The charging scheme contained in the Appendix to this report was approved by the Corporate Director (Resources) and the Portfolio Holder for Finance on 6<sup>th</sup> April 2005. The scheme commenced on 1<sup>st</sup> June 2005.

#### **4. CURRENT POSITION**

- 4.1 Since the introduction of the scheme there have been no incidents recorded by Environmental Services where a resident has contacted the department with a rat complaint and either, refused to pay for a treatment, or cancelled a request for treatment, once informed that a charge is now being made for the service. Similarly with the Customer Service Centre, there have only been a handful of incidents where, on learning of a charge policy, residents have stated that they would look for an alternative means of treatment.
- 4.2 On interrogating the departments computer system it does indicate that there has been a fall in the number of rat complaints received in the 3 months, 1<sup>st</sup> June until 1<sup>st</sup> September 2005 (76), when compared to the same period in 2004 (206). The reasons for this need to be carefully researched before any firm conclusions can be drawn e.g. It is understood that BDHT are now employing a contractor to undertake rodent control in their properties and discussion needs to take place with BDHT as to the extent of such problems and the number of treatments being undertaken.
- 4.3 The annual sewer-baiting programme will be undertaken towards the end of this year, the results of which will give an indication of the current rat population. The results of baits taken, bodies seen etc. will be compared to the results of sewer baiting undertaken in previous years, to track the trend of the rat population in the district.
- 4.4 It is considered prudent to allow the scheme to operate for 12 months before making suggestions as to how the policy should be improved or altered.

#### **5. PROPOSALS**

- 5.1 To: -
- Continue with the current charging regime,
  - Review the situation with respect to complaints, the reporting of sightings, growth in rat population etc., once the charging policy has been in operation for 12 months.

#### **6. FINANCIAL IMPLICATIONS**

- 6.1 The budgeted income for the scheme for 2005/6 is £29,0000. From 1<sup>st</sup> June 2005 to 1<sup>st</sup> September 2005 (3 months) pest control treatments have realised an income of some £9,000 (summer is a busy season for pest control).

#### **7. ENVIRONMENTAL IMPLICATIONS**

- 7.1 A rise in untreated pest infestations would affect the health of the community. The basis of the scheme is that there would be no controllable adverse effect.

**8. LEGAL IMPLICATIONS**

- 8.1 The Council need not provide a pest control service but has a duty to carry out inspections, to destroy rats and mice on it's own land and to enforce the duties on owners and occupiers of land, or undertake work in default.

**BACKGROUND PAPERS**

None

**CONTACT OFFICER**

Name: Fred Collin, Pollution and General Division Manager

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Tel: (01527) 881434

## APPENDIX

### Pest Control Charging Policy as from 1st June 2005.

Charging will apply to the treatment of the following pests: - **rats, mice, wasps, cockroaches, bed bugs and fleas.**

The charge will be £35.00/treatment up to a maximum of 3 visits.

There will be a 50% reduction where the main householder is in receipt of one of the following benefits: Income support, Tax credit, Housing Benefit or Council Tax benefit.

Payments can be made at the Council's Customer Service Centre. The details of those on one of the above benefits, that claim the 50% reduction, will be checked against Council records by CSC staff. If you submit a written request proof that you are in receipt of one of the above benefits will be required. A request for service/authorisation form must be signed prior to any treatment being undertaken.

We **DO NOT** provide treatment for:

**Squirrels**

**Pigeons and other birds**

**Flies**

**Ants** – crawling insect powder is available from most hardware/DIY stores. Please remember to follow the instructions carefully and use pesticides safely.

**Foxes**

**Moles**

**Rabbits**

For more information on the above go the Defra website [www.defra.gov.uk](http://www.defra.gov.uk) and/or the British Pest Control Association website [www.bPCA.org.uk](http://www.bPCA.org.uk)

If you require treatment for any of the above contact the BPCA [www.bPCA.org.uk](http://www.bPCA.org.uk) or the National Pest Control Technicians Association [www.npta.org.uk](http://www.npta.org.uk) who can provide you with a list of qualified pest control contractors in your area.

**Bees** are protected creatures. In most cases it is illegal to kill bees and the most appropriate method of control is the safe removal to a hive. Bromsgrove District Council does not provide this service and you should contact the Beekeepers Association on [www.bbka.org.uk](http://www.bbka.org.uk) The Council does not recommend or endorse any particular beekeeper or accept responsibility for services provided.

**Bats** are protected creatures. For more information contact The Bat Conservation Trust on [www.bats.org.uk](http://www.bats.org.uk)

The Council **does not** provide a pest control service for Commercial premises

**BROMSGROVE DISTRICT COUNCIL**

**EXECUTIVE CABINET**

**28TH SEPTEMBER 2005**

**RECOVERY PLAN – NEW FORMAT**

Responsible Portfolio Holder	Leader of the Council
Responsible Head of Service	Chief Executive Officer

**1. SUMMARY**

- 1.1 To consider the revised layout of the Recovery Plan as recommended by the Internal and Government Monitoring Boards. The plan in its new style seeks to be more understandable to the Monitoring Board, Members, staff and serve as an effective performance management tool.

**2. RECOMMENDATION**

Members are asked to consider:-

- 2.1 The adoption of the Recovery Plan in its new format comprising:
- An overview programme showing all activities;
  - Detailed programmes for each activity showing milestones for development;
  - A '4-month horizon' document giving detailed communications on what is to happen.

**3. BACKGROUND**

- 3.1 The Recovery Plan was first written in 2004 following the District's application to enter into voluntary engagement which was endorsed by the Minister. The plan envisaged the District undertaking a variety of activities which were designed to rectify the shortcomings identified in the previous Corporate Governance Inspections and from the Ministers letter dated 8<sup>th</sup> December 2004 There were a number of important elements relating to cultural change which were the subject of a substantial bid to the Capacity Fund Bid which unfortunately did not materialise.
- 3.2 The plan, however, has remained in place and serves as the template for improvement for the Council and the monitoring mechanism for the Government Improvement Board. Over the passage of time it has become clear that the plan needs updating.
- 3.3 In reshaping the plan the opportunity has been taken to present the Recovery Plan in a more user friendly way. The document is now in three parts. The first document (appendix 1) is an overview document, which allows the reader to see at a glance what the Council's entire programme for recovery is and an overall time allocation for each activity. The second (appendix 2) is a detailed programme for

each of the key activities summarised in the overview document above. This sets out the detailed actions and milestones for each area of activity. The third (appendix 3) is a '4 month horizon' which discusses in detail what is being done, for what reason, when and by whom.

- 3.4 Collectively all of the plans are set out to show Member and officer accountabilities, justification for the activity, expected outcomes and risk assessment for the whole programme. These are now fit for purpose for acting as an efficient and effective performance management tool.
- 3.5 The plans are set out in this way not only to more effectively facilitate performance management alone but also to make the Recovery Plan more understandable as a key to heightening staff awareness and engagement.
- 3.6 The comments from the Internal Monitoring Group and the Government Monitoring Board welcomed the proposals and saw the development as a step forward. There were however two suggestions for further refinement. The first was to ensure that the '4 month horizon' element read in the same format as the programmes i.e. in subject continuity rather than date order. This has now been done. The second was to comment on progressive achievement of attaining outcomes. This will be added to the narrative in future reports.
- 3.7 This programme has been submitted as a conceptual approach for Members to consider and may be subject to final amendments if it is adopted. It is important to note that the plan has not been amended in substance but presented in a clearer fashion.

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

- 4.1 There are no direct financial implications arising from any amendment to the format of the Recovery Plan although there may be implications for the 2006/7 budget as a consequence of implementing it.

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

None

#### **BACKGROUND PAPERS**

Original Recovery Plan

#### **CONTACT OFFICER**

Name: Sue Nixon, Chief Executive  
E Mail: [s.nixon@bromsgrove.gov.uk](mailto:s.nixon@bromsgrove.gov.uk)  
Tel: (01527) 881400

# Recovery Plan - Overview Document

Appendix 1

	July	August	September	October	November	December	January	February	March	April	May	June	July	Outcomes	Risks
<b>Financial Planning</b>															
Provide timely and accurate financial information to all stakeholders														A better understanding of the financial position of the Council by officers & members. To help make decisions based on robust financial information. To have a break even outturn for 2005/06 or to have identified key areas to reallocate resources to improve Council Services	<ul style="list-style-type: none"> <li>- Lack of staff resources</li> <li>- New Heads of Service / officers</li> <li>- Lack of understanding of finance</li> <li>- Lack of understanding of systems</li> </ul>
Provide training and awareness at appropriate level to gain understanding of financial activities/systems in council														That the members and officers at Bromsgrove District Council have a sound understanding of the financial implications of their decisions and the link between operational objectives and the resources that fund the service delivery	<ul style="list-style-type: none"> <li>- Lack of staff resources</li> <li>- New Heads of Service / officers</li> <li>- Lack of commitment / availability of officers / members</li> </ul>
Have a system of financial management that meets approval of the external assessors and complies with legislative guidance and principles of good practice														To have a structured framework of financial management at BDC that complies with external assessors and follows the guidelines of best practice	<ul style="list-style-type: none"> <li>- Lack of staff resources</li> <li>- New Heads of Service / officers</li> <li>- Lack of skills</li> <li>- Lack of understanding of requirements</li> </ul>
Develop an effective system of internal control for BDC														Robust system of internal control	<ul style="list-style-type: none"> <li>- Lack of staff resources</li> <li>- Staff changes</li> <li>- Lack of understanding / ownership</li> <li>- Lack of understanding of systems</li> </ul>
Develop internal audit service that meets the requirements of external assessors and complies with legislative guidance and direction														Improved system of internal control	<ul style="list-style-type: none"> <li>- Lack of staff resources</li> <li>- Lack of skills</li> <li>- Lack of understanding of role of internal audit by officers / members</li> <li>- Lack of ownership by services</li> </ul>
Provide an efficient, effective & quality revenues & benefits service that performs in upper quartile parameters														High quality Revenues and Benefits service	<ul style="list-style-type: none"> <li>- Lack of staff resources</li> <li>- Lack of skills</li> <li>- Lack of understanding of role / importance of revenues and benefits by officers / members</li> <li>- Lack of ownership by services</li> </ul>
<b>Strategic Leadership</b>															
Introduce and commence a member development programme to support community and leadership roles														To develop members to be effective in the community as recognised leaders.	<ul style="list-style-type: none"> <li>- Lack of commitment by members</li> <li>- Time demands on Members</li> <li>- Lack of resources / skills within organisation to deliver training programme</li> </ul>
Improve and develop partnership working arrangements, including review of LSP structure, terms of reference & protocols, assessment of LSP membership needs														To take a lead role in focussing on the needs of Bromsgrove and stimulating partnerships to bring maximum resource to bear.	<ul style="list-style-type: none"> <li>- Lack of member / officer time</li> <li>- Lack of resources</li> <li>- Lack of co-operation and commitment from partner organisations and Members of LSP</li> </ul>
Revise the Corporate Plan														To develop clear priorities to drive the MTFP.	<ul style="list-style-type: none"> <li>- Lack of ownership by members / officers</li> <li>- Lack of resources</li> <li>- Lack of cross party agreement</li> <li>- Lack of focus</li> </ul>
Revise the Council's constitution														To clarify roles and responsibilities.	<ul style="list-style-type: none"> <li>- Lack of ownership by members / officers</li> <li>- Lack of resources</li> <li>- Lack of cross party agreement</li> <li>- Lack of focus</li> <li>- Lack of willingness to release control</li> </ul>
<b>Organisational Development</b>															
Restructure of the Council														Structure that is more aligned to achieve the Council's priorities and the recovery plan	<ul style="list-style-type: none"> <li>- Lack of resources</li> <li>- Lack of skills / competencies to achieve required outcomes</li> <li>- Good staff leaving during times of uncertainty</li> </ul>

## Recovery Plan - Overview Document

Procure and commence "Top Team" development programme via capacity building bid															To create a culture change of openness and trust between Members and officers and personal development	- Lack of officer / member interest, fear and unwillingness to change - Lack of resources
Develop and implement appropriate Management Competencies to lead the programme of change															To develop all staff to possess core skills to facilitate improvement.	- Lack of ownership by staff - Lack of resources / skills - Lack of agreement from TU and staff network
Review, revise and re-launch appraisal scheme for all staff across the organisation.															To introduce forward problem solving performance management	- Lack of ownership by staff - Lack of resources / skills
Develop a HR Strategy															To transform the culture and capability of the workforce.	- Lack of ownership by members / officers - Lack of resources / skills
Develop and launch a Middle Management Development Programme															To develop all middle managers to possess the core skills to facilitate improvement.	- Lack of ownership by members / officers - Lack of resources / skills
Review Recruitment and Retention procedures															To ensure the Council has effective and efficient recruitment and retention procedures	- Lack of ownership by members / officers - Lack of resources / skills
Undertake Job Evaluation exercise and complete Single Status															To ensure the Council meets its obligations under the Equal Pay Act	- Lack of ownership by members / officers - Lack of resources / skills
Review and revise Employee Consultation Procedures															To ensure the Council has effective and efficient employee consultation procedures	- Lack of ownership by members / officers - Lack of resources / skills
Develop Workforce Development Plans															To focus and commit employees to and on internal and external customers. Right staff with the right skills in the right place at the right time.	- Lack of ownership by members / officers - Lack of resources / skills
<b>Performance Management, Risk Management and Procurement</b>																
Develop and deliver Business Planning workshops to effect change within the business planning process															To develop SMART business plans which are underpinned by embedded performance management down to individual level.	- Lack of ownership by members / officers - Lack of resources - Lack of focus - Lack of skills
Develop, procure, deliver and implement Risk Management Strategy and training															To embed policies to ensure the Council's ambitions are met.	- Lack of ownership by members / officers - Lack of resources - Lack of skills
Develop, procure and implement procurement strategy and training															To obtain VFM within organisational discipline.	- Lack of ownership by members / officers - Lack of resources - Lack of skills
<b>Communication and Consultation</b>																
Develop and implement Corporate Customer Service strategy															To develop a culture of customer care with employees committed to the concept.	- Limited staff buy in to culture change - Staff don't have tools to do the job
Develop and implement Consultation, Communication and Marketing strategy															To gain a complete understanding externally and internally to individuals of the Council's ambitions .	- Lack of officer / member time - Lack of understanding / ownership
<b>Service improvement</b>																
Develop and implement Depot Strategy [subject to funding]															To provide a cost effective and efficient high performing service	- Lack of financial and performance information - Lack of clarity around priorities - Lack of finance



RECOVERY PLAN TIMETABLE (DRAFT)			April	May	June	July	August	September	October	November	December	January	February	March	April	May	June	July	August	September	
	Expected outcomes	Lead person																			Comments / Updates
<b>Ministers Heading - Financial Planning</b>																					
<b>Develop a sound and comprehensive 3 year strategic financial plan by April 05</b>		<b>CDR</b>																			
Establish a corp steering group to drive project successfully to completion	An improved understanding/ownership from members & budget holders of the budget process and the identification of key areas for priority spend in 2005/6- 2007/8	HoFS																			Achieved
Consultation with stakeholders and cross party members to identify areas of focus		HoFS																			Achieved
Submit to members for consideration and approval		HoFS																			Achieved
<b>Provide timely and accurate financial information to all stakeholders</b>		<b>CDR</b>																			
Closure of accounts for 2003/4		HoFS																			Achieved
Closure of accounts for 2004/5		HoFS																			Achieved
Monitoring statements produced and distributed to budget holders and in report format to members	A better understanding of the financial position of the Council by officers & members. To help make decisions based on robust financial information. To have a break even outturn for 2005/06or to have identified key areas to reallocate resources to improve Council Services	HoFS																			Achieved
Review current system capabilities & content for accuracy/completeness/compliance		HoFS																			Commenced
Full review of cash collection activities and the accounting of the cash	A streamlined and efficient way of receiving and allocating cash in line with accounting policies and the provision of accurate information to budget holders and members.	HoFS																			
Reconciliation for cash to systems in place for 2003/04 accounts	Reconciled cash accounts that have are in line with audit recommendations.	HoFS																			
Reconciliation for cash to systems in place for 2004/05 accounts		HoFS																			
Reconciliation for cash to systems in place for 2005/06 accounts		HoFS																			
implement the bank reconciliation module within Agresso	A streamlined and efficient way of posting cash received into BDC - in line with audit recommendations	HoFS																			
Restructure reporting arrangements from Agresso to link with Portfolio analysis	Improved understanding by members of porfolio structure and financial position to enable strategic decisions to be made to focus resources to BDC priorities	HoFS																			
Restructure reporting arrangements from Agresso to link with Departmental analysis	More informed decisions to be made by Officers reagrdng their services to enabel focus on key priority areas for BDC	HoFS																			

RECOVERY PLAN TIMETABLE (DRAFT)			April	May	June	July	August	September	October	November	December	January	February	March	April	May	June	July	August	September	
	<b>Expected outcomes</b>	<b>Lead person</b>																			<b>Comments / Updates</b>
Profile budgets accurately following discussions with budget holders	Plans for the future to be based a robust financial footing as financial position statements to be more accurate	HoFS																			
Produce timetable of deadlines re input/reconciliation of financial information	An acceptable position re reconciliations from External Audit. Operational decisions to be made on robust financial information	HoFS																			
Issue monthly reports to budget holders ( identify ) to detail budget v actual	Plans for the future to be based a robust financial footing as financial position statements to be more accurate	HoFS																			First quarters deadline achieved
Hold monthly meetings to discuss detail with budget holders and produce action plans on areas of concern	Improved understanding by officers of financial information - an improvement in the assessment of financial implications of operational projects	HoFS																			First quarters deadline achieved
Issue budget reports to members on quarterly basis to include summary of action plans	Improved understanding by members of the financial position to enable strategic decisions to be made to focus resources to BDC priorities	HoFS																			First quarters deadline achieved.
Implement the Purchase Order Processing module within Agresso to enable more accurate financial information to be produced this will include:	e-procurement base target reached. Improved and more efficient purchase ordering process at BDC.	HoFS																			
- producing business case for additional resources required ( POP module already in system)		HoFS																			Achieved
- identifying external resources to support the process		HoFS																			Achieved
- implementing system and utilising maximum functionality of processes		HoFS																			
<b>Provide training and awareness at appropriate level to gain understanding of financial activities/systems in council</b>		<b>CDR</b>																			
In conjunction with the members development working group identify areas of training /developmental needs in relation to financial awareness	That the members involved in the decision making at Bromsgrove District Council have a sound understanding of the financial implications of their decisions and the link between operational objectives and the resources that fund the service delivery	HoFS																			
Identify specific training requirements & timescales		HoFS																			
Identify providers of training including internal resources		HoFS																			
Prepare financial training and development programme for members		HoFS																			
Undertake programme with the aim to review on an annual basis		HoFS																			

RECOVERY PLAN TIMETABLE (DRAFT)			April	May	June	July	August	September	October	November	December	January	February	March	April	May	June	July	August	September		
	Expected outcomes	Lead person																				Comments / Updates
Identify budget holders / line managers responsible within departments	That the officers involved in the decision making at Bromsgrove District Council have a sound understanding of the financial implications of their decisions and the link between operational objectives and the resources that fund the service delivery	HoFS																				
Identify training needs of officers re financial awareness and interrogation of Agresso		HoFS																				
Prepare financial training and development programme for officers		HoFS																				
Undertake programme with the aim to review on an annual basis		HoFS																				
<b>Have a system of financial management that meets approval of the external assessors and complies with legislative guidance and principles of good practice</b>																						
Purchase CIPFA FM Model	To have a structured framework of financial management at BDC that complies with external assessors and follows the guidelines of best practice	HoFS																				Purchased
Assess use of model by meeting with other LAs who have tested the system		HoFS																				
Undertake a self assessment to establish a base line for improvement		HoFS																				
Identify areas that can be improved using the framework and best practice components of the model		HoFS																				
Establish Officer Group to identify course of action/appropriate source of learning		CDR, HoFS, HoS																				Achieved
BPR of financial activity across the Council	A streamlined and efficient way of processing financial transactions through the Council, in line with best practice accounting policies and procedures	CDR, HoFS, HoS																				Ongoing
Establish new practices as identified - linked to financial statements	A set of Accounts produced within statutory deadlines that comply with Recommended Practice and that have been prepared in the most efficient way.	CDR, HoFS, HoS																				Ongoing
Review Capital Strategy	Efficient and effective use of resources	CDR, HoFS, HoS																				
Review Asset Management Plan	Efficient and effective use of resources	CDR, HoFS, HoS																				
<b>Develop an effective system of internal control for BDC</b>																						
Set up Wkg Gp of Audit, BV & Fin officers to set up system of internal control	Robust system of internal control	HoFS / PA																				
Link into report protocol - development of standard report format		HoFS / PA																				

# RECOVERY PLAN TIMETABLE (DRAFT)

			April	May	June	July	August	September	October	November	December	January	February	March	April	May	June	July	August	September	
	<b>Expected outcomes</b>	<b>Lead person</b>																			<b>Comments / Updates</b>
Training/briefings to managers on system of internal control		HoFS / PA																			
Continual review system of internal control - int op & control / ext audit reports		HoFS / PA																		Ongoing	
	<b>Develop internal audit service that meets the requirements of external assessors and complies with legislative guidance and direction</b>	<b>CDR</b>																			
Research good practice & modern techniques learning from excellent councils	Improved internal audit	HoFS / PA																			Completed
Develop approved audit plan to cover 3 yr timescale - consult internally	Improved internal audit	HoFS / PA																			Completed
Prepare an audit manual & develop an IA PR strategy / info pack	Improved internal audit	HoFS / PA																			
Establish a timescale for revision and update of audit plan	Improved internal audit	HoFS / PA																			
Develop internal audit management system to link personal devel plans to service/corp/comm plans	Improved internal audit	HoFS / PA																			
Develop performance indicators, collation of data and production of monthly monitoring reports	Internal audit performance monitoring	HoFS / PA																			
Develop and seek approval for the Internal Audit manual	Adopted Internal Audit Manual	HoFS / PA																			
Develop and seek approval for the Internal Audit Charter	Adopted Internal Audit Charter	HoFS / PA																			
Develop and seek approval for the Internal Audit Protocol	Adopted Internal Audit Protocol	HoFS / PA																			
Review Internal Audit in conjunction with Authorities restructure in terms of its place in auth structure	Internal Audit designed to provide added value	HoFS / PA																			
Consultation as to the creation of an Audit Panel/Committee, terms of Reference and meeting dates	Committee, Terms of Ref and meeting dates	HoFS / PA																			
Create an Internal Audit Risk Register	Proactive monitoring of risks within Internal Audit	HoFS / PA																			
Clarification of reporting lines for draft and final audit reports and P I reports in line with new structure	Audit and PI reports issued on a timely basis	HoFS / PA																			
Monitor and review delivery of the 2005/06 Audit Plan	2005/06 Audit Plan achieved	HoFS / PA																			
Develop standard audit practices, procedures, working papers, files, reports and report mechanisms	Standardised audit procedures in place	HoFS / PA																			
Develop individual audit testing programs	Standard testing programmes for all audits	HoFS / PA																			
Introduction of a monitoring system to collate the Local Code of Corporate Governance data	Updated LCCG and prepared statement of Ass'ce	HoFS / PA																			
Identify staff training needs and put in place arrangements for new practices & procedures	Audit team fully trained in new practices	HoFS / PA																			
Audit universe risk analysis to collate the 2006/07 Audit Plan	Approved Audit plan 2006/07	HoFS / PA																			
Market Internal Audit by introducing audit quality questionnaires, leaflets, newsletters etc	Improved perception/communication of/with IA	HoFS / PA																			
Introduction of Fraud newsletters and communications to raise fraud awareness	Staff made aware of current fraud issues	HoFS / PA																			
Monitor & review delivery of the 2006/07 Audit Plan	2006/07 Audit Plan achieved	HoFS / PA																		Apr06-Mar07	
Audit universe risk analysis to collate the 2007/08 Audit Plan	Approval of the 2007/08 Audit Plan	HoFS / PA																		Jan07-Mar07	
	<b>Provide an efficient, effective &amp; quality revenues &amp; benefits service that performs in upper quartile parameters</b>	<b>CDR</b>																			
Appointment of Principal Benefits Officer	Improve the benefits service	HoFS / RM																			Completed

# RECOVERY PLAN TIMETABLE (DRAFT)

			April	May	June	July	August	September	October	November	December	January	February	March	April	May	June	July	August	September	
	<b>Expected outcomes</b>	<b>Lead person</b>																			<b>Comments / Updates</b>
Debt recovery of overpaid HB	Improvement to the collection rate	HoFS / RM																			
Consider further bids to the DWP performance fund	To make funding available to appoint project managers to drive the schemes forward	HoFS / RM																			
Internal Revenues Group established to identify areas of improvement		HoFS / RM																			
Review and integrate processes for Revs & Bens(inc review of structure)	Improved R&B service	HoFS / RM																			
Consider options for County 'Shared Service' approach	To achieve an effective R&B service	HoFS / RM																			Ongoing
Internal BFI Self Assessment-identify areas not undertaken inc in proj plan	To achieve an effective Benefits service	HoFS / RM																			Completed
Identify beacon council or excellent one to assist us with recovery (benefits)	To achieve an effective Benefits service	HoFS / RM																			Blackpool gave onsite assistance with BFI Standards and recovery plan - last contact May 2005.
Undertake DWP Performance Standard Self Ass't	To achieve an effective Benefits service	HoFS / RM																			Completed
Benchmark areas for improvement in Revs against excellent councils (Man consort of Ccls)	To achieve an effective Benefits service	HoFS / RM																			Completed
Manage & analyse workload to identify trends / patterns	Improved claims administration	HoFS / RM																			Ongoing
Gather information for the prompt/accurate assessment of benefit	Improved claims administration /increased BVPI	HoFS / RM																			
Prioritisation of incoming work	Minimising of overpayments & reposessions	HoFS / RM																			
Increase communication with Landlords	Improved working relations / claims admin	HoFS / RM																			Jun-06
Quality checking of work undertaken by staff	Improved performance & training analysis	HoFS / RM																			Jun-06
Managing Debt	Improved recovery rates and methods of recovery	HoFS / RM																			Jun-06
Improved compliance with Verification Framework	Security of administration	HoFS / RM																			Jun-06
Internal/external fraud awareness	Security of administration	HoFS / RM																			Jun-06
Fraud Risk Profiling	Security of administration	HoFS / RM																			Jun-06
Action on fraud referrals	Security of administration	HoFS / RM																			Jun-06
LA Fraud Policy	Security of administration	HoFS / RM																			Jun-06
Encourage Benefit take up	Improved user focus	HoFS / RM																			Ongoing
Full & regular review of service by customers / prompt notification of decisions to claimants	Customer service accessibility	HoFS / RM																			Ongoing
Dealing with enquiries - customer information / internal targets	Customer service accessibility	HoFS / RM																			Sep-06
Set and monitoring of partnership working	Improved partnership working	HoFS / RM																			Jun-06
Handling of appeals and appeal outcomes	Improved administration	HoFS / RM																			
Managing the benefits service	Improved Strategic Management	HoFS / RM																			Apr-06

RECOVERY PLAN TIMETABLE (DRAFT)			April	May	June	July	August	September	October	November	December	January	February	March	April	May	June	July	August	September		
	Expected outcomes	Lead person																				Comments / Updates
Monitoring of PI targets and performance measures	Improved Strategic Management	HoFS / RM																				Apr-06
Providing for a skilled and competent workforce	Improved Strategic Management	HoFS / RM																				Apr-07
Achieving Value for money	Improved Strategic Management	HoFS / RM																				Apr-06
Internal control mechanism	Security of administration	HoFS / RM																				
Implementation of agreed recommendations from Internal / External Audit	Security of administration	HoFS / RM																				
CT/NDR -Introduce targets for supply of info across organisation	Improved performance and standard of service	HoFS / RM																				Mar-07
CT/NDR-Obtain efficiency savings through utilisation of automation	Improved performance and standard of service	HoFS / RM																				Mar-07
CT/NDR-Implementation and compliance with Valuebill e-govt project	Improved performance and standard of service	HoFS / RM																				
CT/NDR - Enhance quality and clarityof notifications	Improved performance and standard of service	HoFS / RM																				Dec-06
CT/NDR-Develop billing functions to ensure continued compliance with national e-govt standard	Improved performance and standard of service	HoFS / RM																				
Payments - Achieve savings through full use of automated process for DD recalls and amendments	Improved performance and standard of service	HoFS / RM																				
Analysis of existing payment systems and consideration of alt optoins enabling addit'l cust choice	Improved performance and standard of service	HoFS / RM																				
Admin of RRE - Promote and improve take up of available relief	Improved performance and standard of service	HoFS / RM																				Mar-07
Admin of RRE - Introduce measures to ensure prudence in awatd of relief	Improved performance and standard of service	HoFS / RM																				Mar-07
Admin of RRE - Review of procedures to ensure continuing compliance with legislation	Improved performance and standard of service	HoFS / RM																				Mar-07
Amin of RRE - Third party verification of discount entitlement	Improved performance and standard of service	HoFS / RM																				Mar-07
Inter dept relationships - Sharing data between Revs & Bens enabling speedier admin of claims/accs	Improved performance and standard of service	HoFS / RM																				
Anti - poverty - Introduce promotion of welfare benefits	Improved performance and standard of service	HoFS / RM																				Mar-07
Anti-poverty - Enter partnerships with external orgs to promote assistance for vulnerable groups	Improved performance and standard of service	HoFS / RM																				Mar-07
Enforcement - Review clarity and quality of notifications and info provided to customers - each stage	Improved performance and standard of service	HoFS / RM																				
Enforcement - Produce written policies and procedures to ensure consistency and transparency	Improved performance and standard of service	HoFS / RM																				
Enforcement - Allow full utilisation of all recovery powers	Improved performance and standard of service	HoFS / RM																				
Customer Care - Introduce measurable standards of Customer care and improve customer consult'n	Improved performance and standard of service	HoFS / RM																				Mar-07
Produce a procedure reference manual to enable officers to act in a uniform manner	Improved performance and standard of service	HoFS / RM																				Nov-06
Develop system to enable remote access to data	Improved performance and standard of service	HoFS / RM																				Mar-07 awaiting bid

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	Expected outcomes	Lead person																			Comments / Updates
Improve procedures for selecting cases for visits and quality of information obtained	Improved performance and standard of service	HoFS / RM																			Mar-07
Quality/Perf/Training - Quality checks to identify staff training needs	Improved performance and standard of service	HoFS / RM																			Mar-07
Quality/Perf/Training - Process for monitoring perf'ce of contractors for outsourced functions	Improved performance and standard of service	HoFS / RM																			Mar-07
<b>Ministers Heading - Strategic Leadership</b>																					
<b>Develop &amp; agree a 3 year corporate plan</b>		<b>CEO &amp; LEADER</b>																			
Political objectives established		CEO & LEADER																			Achieved
Report to Cabinet re: Political Objectives		CEO & LEADER																			Achieved
Review consultation feedback from Community Plan re: Corp Plan		CEO & LEADER																			Achieved
Political objectives integrated into 3 Yr Fin Plan & Budget process		CEO & LEADER																			
Corporate Plan agreed by Council		CEO & LEADER																			Achieved
Corporate Plan Published		CEO & LEADER																			Achieved
Agreement to Priorities & non-priorities		CEO & LEADER																			
Review and revise corporate plan		CEO & LEADER																			
Draft Service Plans for 2006/7		CEO & LEADER																			
<b>Develop and agree revised vision and core values for BDC</b>		<b>CEO &amp; LEADER</b>																			
Establish small working group to lead work		CEO & LEADER																			Achieved
Review existing vision and Core Values		CEO & LEADER																			Achieved
Consultation across Council on proposed new vision & core values		CEO & LEADER																			Achieved
Revised Vision & Core Values approved by Cabinet & Council.		CEO & LEADER																			Achieved
Revised Vision & Core Values consolidated into Corp Plan & publicised		CEO & LEADER																			Achieved
Communicate to all staff and Members		CEO & LEADER																			Achieved

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	<b>Expected outcomes</b>	<b>Lead person</b>																			
<b>Develop a more effective and efficient contribution to partnership working within local strategic partnership</b>																					
		<b>CEO</b>																			
	Attend Seminar on Community Planning	CEO,CDS,Chair of LSP & Policy Offr																			
	Community Planning process reviewed																				
	Assess development need of LSP Membership																				
	Research good practice from other good or excellent CPA LA's																				
	Structure of LSP reviewed & terms of ref & protocol agreed	Policy/Ptrship Offr																			
	Research external funding opportunities	CEO/ACE/LSP																			
		Policy Offr																			
<b>Introduce member developm't programme to support political and community leadership roles</b>																					
	Agree a statement of intent	<b>CEO &amp; LEADER</b>																			
	Mentoring programme for lead members of political groups	CEO, Leader of Council, Head of L&D, Head of HR & OD, Group Leaders																			Completed
	Community Leadership and Engagement Awareness Sessions																				Peer mentors identify
<b>Introduce a programme of member development</b>																					
	Identification of training needs	<b>CEO &amp; LEADER</b>																			
	Introduce Member Development Strategy	CEO, Leader of Council, Head of L&D, Head of HR & OD, Group Leaders																			Completed
	Explore opportunities for common training delivery with nearby Councils																				Completed
	Develop and deliver Member Development Programme																				Ongoing
																					Ongoing
<b>Research, develop, agree and implement processes that facilitate cross party working</b>																					
	Improve cross party working	<b>CEO &amp; LEADER</b>																			
	Joint attendance at conferences/seminars - community planning/leadership/partnership	CEO, Leader of Council, Head of L&D, Group Leaders																			Ongoing
	Develop & agree opportunities for cross party wkg internally & externally																				Ongoing
<b>Review the process and role of scrutiny and make recommendations for improvement</b>																					
	Production of Members Guide to Scrutiny at BDC	<b>CEO</b>																			
	Formulate proposals for improvement questionnaire to Cllrs/discussion/feedback	CEO, Leader of Council, Exe Cabinet, Corp Directors																			Completed
	Review of Scrutiny process																				Completed
	Further Scrutiny Training																				
	Amendments to Overview & Scrutiny Procedure Rules																				
<b>Review constitution (including delegation procedures to officers and portfolio holders)</b>																					
	Fundamental review of existing Constitution	<b>CDR</b>																			
	Fundamental review of existing Scheme of Delegation	CDR, Head of L&D, Exec Cab																			



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	<b>Expected outcomes</b>	<b>Lead person</b>																			<b>Comments / Updates</b>
Research good practice with LA's rated excellent in visits/mtgs with members																					
Assess & agree areas of work to include in Scheme of Delegation																					Ongoing
Recommendations to Cabinet & Council																					
<b>Restructuring</b>																					
Cabinet agreement to new structure	More robust organisational structure to deliver recovery agenda and address challenges for the future																				Achieved
Recruitment process agreed																					Achieved
Recruitment to Corporate Director (Services), Assisant Chief Executive and new Heads of Service																					Achieved - all bar 2 posts - to be filled on interim basis - recruitemnt process to start mid September.
Completion of draft detailed structure																					
Cabinet agreement to detailed structure																					
Consultation on new structure																					
Completion of "slotting in" to new structure																					
<b>Ministers Heading - Organisational Development</b>																					
<b>Develop a leadership style and code of practice that engages &amp; motivates staff, elected members and officers</b>																					
Develop Code of Conduct for senior elected members, SMT & HOS & Officers following peer mentors proposals	Improved working relationships	CEO																			
Formulate capacity building bid for Top Team Development (to include wider organisational devlopmnt)	To change the culture of the organisation into a 'Can do' culture and which mirrors the Vision & Values set the Council to achieve.	HoHR/OD																			Completed
Procure & deliver top team training		HoHR/OD																			
Imp & cascade awareness of code of conduct on officer/member relationship		CEO																			
<b>Develop an effective HR strategy and workforce plan</b>																					
Implement an appropriate HR Strategy	Right people, right place, right skills	HoHR/OD																			
Develop effective workforce plans		HoHR/OD																			
<b>Develop process for positive, full and inclusive consultation and involvement of employees</b>																					
Review current situation & goals (benchmark other authorities)	Empowered and engaged workforce	HoHR/OD																			
Develop Effective Communications Strategy		HoHR/OD																			
Develop a formal and effective consultation and involvement process		HoHR/OD																			Nov-06

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	Expected outcomes	Lead person																			Comments / Updates
<b>Develop new management style/core competences for staff leading to implementing change at BDC</b>		<b>CDR</b>																			
Identify appropriate core competencies for BDC	Competent and consistent service delivery	HoHR/OD																			
Develop a draft proposal		HoHR/OD																			
Cabinet & Council Approval		HoHR/OD																			
Integrate core competencies into council's appraisal system for staff, managers & members		HoHR/OD																			Sep-06
Review & monitor appraisal process		HoHR/OD																			Jan-07
<b>Deliver a management development programme for middle managers and team leaders</b>		<b>CDR</b>																			
Identify an appropriate Management Dev Prog through OD1, OD3, OD4 & OD6	Effective method to maximise mgmt potential	HoHR/OD																			
Implementation of Management Development Programme		HoHR/OD																			Ongoing
<b>Review the Council's staff recruitment and retention policies and strategy</b>		<b>CDR</b>																			
Review procedures on recruitment & retention	Attract & retain appropriate workforce	HoHR/OD																			
Research & benchmark against other authorities		HoHR/OD																			
Implement revised recruitment and retention procedures		HoHR/OD																			Sep-06
<b>Research and develop a process of job evaluation bringing harmonisation of pay and conditions</b>		<b>CDR</b>																			
Review where BDC is against Nat Agenda - establishment of wkg Grp (Job Eval T&C's)	Equality & harmonisation of terms & condits	HoHR/OD																			
Establish appropriate system for Job Evaluation Exercise		HoHR/OD																			
Project Manage implementation with effective communication and consultation with staff & TUs		HoHR/OD																			Mar-07
<b>Ministers Heading - Performance Management, Risk Management and Procurement</b>																					
<b>Review the council's performance monitoring processes and develop proposals for improvement</b>		<b>ACE</b>																			
Developing the basis for "Performance Plus" system		ACE																			Completed
All BVPI data to be input to Performance Plus		ACE																			Completed
All Service Plans to be mapped on "Performance Plus"		ACE																			
<b>Develop a process to benchmark performance by identifying areas for improvement and implementing remedial strategies resulting in improved perfm'ce</b>		<b>ACE</b>																			
Hold Business Planning workshops		ACE																			Completed

RECOVERY PLAN TIMETABLE (DRAFT)			April	May	June	July	August	September	October	November	December	January	February	March	April	May	June	July	August	September	
	Expected outcomes	Lead person																			Comments / Updates
	Implement the Performance Improvement Framework	ACE																			
	Develop local PI's further	ACE																			ongoing
	<b>Develop an understanding and support processes for performance management and service improvement across council</b>																				
	Training for members	ACE																			
	Review Performance Management Monitoring system to inc qualitative info	ACE																			
	Staff training programme to address	ACE																			
	<b>Develop a comprehensive procurement strategy</b>	CDR																			
	Small working group to research best practice & develop procurement strat	HoFS																			Completed
	Training for key personnel I.e Heads of Service & team Ldrs	HoFS																			
	Audit review of progress	HoFS																			
	Look to develop partnership opportunities. e.g Worcs Centre of Excellence	HoFS																			Oct-06
	Develop a "how to do business with BDC" Guide	HoFS																			
	Procurement Forward Plan	HoFS																			Completed
	Development of Central Contracts Register	HoFS																			
	Central Select List of Approved Providers	HoFS																			
	Approved Revised Contract Standing Orders & Financial Regs	HoFS																			
	Develop Contract standard terms and conditions	HoFS																			
	Develop standard documentation eg: invitation to tender	HoFS																			
	Member & Officer Training (see above training also)	HoFS																			Sep-06
	Consider bids to WM Centre of Excellence	HoFS																			Completed
	Establish Steering Group	HoFS																			Completed
	PSG to consider Procurement staffing structure	HoFS																			
	Appraisal of Procurement modules in BVR	HoFS																			
	Linkages between Proc Fwd Plan and Medium term Financial Plan	HoFS																			
	Procurement Toolkit & Handbook	HoFS																			
	Approach to collaborative purchasing (Shared services)	HoFS																			Ongoing
	Establish and adopted KPI	HoFS																			
	Appropriate E-procurement solution research	HoFS																			
	<b>The development and production of an effective risk management policy/strategy</b>	CDR																			
	Small Working Group/Reseach Best Practice/develop coherent Risk Magt Policy	HoFS																			
	Training for key personnel	HoFS																			
	Audit review of process to ensure policy implementation & effectiveness	HoFS																			Oct-06
	Resurrect the Risk Management Steering Group (RMSG) & refer to previously issued information and documentation.	HoFS																			Completed but in need of review following restructuring

RECOVERY PLAN TIMETABLE (DRAFT)			April	May	June	July	August	September	October	November	December	January	February	March	April	May	June	July	August	September		
	Expected outcomes	Lead person																				Comments / Updates
	Group members to consider what the key risk areas and the way forward e.g. finance, legal etc.	HoFS																				
	(i) Agree the terms of reference for the RMSG.	HoFS	█																			Completed
	(ii) Ensure a corporate approach is adopted by allocating departmental responsibilities to RMSG members as Risk Managers (RM).	HoFS	█																			
	(iii) Identify and appoint departmental Risk Officers (RO) and agree terms of reference.	HoFS	█																			
	(iv) Consider the need for Elected Member involvement at strategic Cabinet level.	HoFS	█																			
	To review and update the existing Risk Management (RM) strategy.	HoFS	█	█	█	█	█	█	█													
	Agree timetable for RMSG meetings over the next 12 months.	HoFS	█																			
	Research 'best practice' and agree on a scoring matrix for RM in the Council.	HoFS	█																			
	Develop a project/workplan for introducing RM.	HoFS	█																			
	Identify the links to the Recovery Plan.	HoFS	█	█																		
	Initial awareness raising session for members.	HoFS		█																		
	Initial training/Guidance for Officers				█																	
	Identify possible external sources for professional guidance and training for Risk Managers and Risk Officers. (best practice)	HoFS				█	█															
	To identify sources of funding to finance introduction of RM (e.g. Capacity Building Fund and/or corporate training budget etc.).	HoFS				█																
	Arrange training by suitable external practitioner for RMSG, RO's, Cabinet Members, and all Elected Members.	HoFS					█	█	█													
	Additional Training/Guidance for Officers	HoFS					█	█	█													
	Establish staff educational programme and suitable methodology (e.g. Grapevine, workshops, intranet etc.)	HoFS							█	█	█											
	To identify risks and prepare departmental and corporate risk registers.	HoFS							█	█	█											
	To agree a suitable monitoring and review process to 'embed' RM into the culture of the Council. E.g. Business Plans, SMT/OMT Chairmen's Group, Executive Cabinet.	HoFS													█							
	Agree & timetable date for future annual reviews	HoFS													█							
	Agree & timetable quarterly dates for future training (updates & awareness training for new staff).	HoFS													█							
	Agree and timetable future meetings of the RMSG, perhaps quarterly.	HoFS													█							
	<b>The development and production of an effective project management framework and project initiation document, pid.</b>	<b>CDR</b>																				
	Small Working Group/Reseach Best Practice/develop Proj Magt Framework, PID.	CDS / CDR							█	█												
	Training of HOS's & Team Leaders	Head of HR							█	█												
	Audit review of process implementation to ensure policy effectiveness	Audit & policy Unit Mgr																			█	Oct-06
	<b>Ministers Heading - Communication and Consultation</b>																					

RECOVERY PLAN TIMETABLE (DRAFT)			April	May	June	July	August	September	October	November	December	January	February	March	April	May	June	July	August	September	
	Expected outcomes	Lead person																			Comments / Updates
<b>Development of an effective communications, PR &amp; marketing strategy</b>		<b>ACE</b>																			
	Review existing practice & research best practice inc media/ptrs	ACE	█	█																	Completed
	Completion of Internal Communication Strategy	ACE		█	█	█	█	█	█												
	Completion of PR, Marketing Strategy to complement Comm Strat	ACE		█	█	█	█	█	█												
	Implementation and staff training relating to PR and Marketing Strat	ACE																			
<b>Develop and agree customer services standards for Bromsgrove DC</b>		<b>CDR</b>																			
	Consultation, review existing Customer Charter	CSM	█	█	█	█	█	█	█												
	Customer services standards agreed & published in new Cust Charter	CSM				█	█	█	█	█											
	Develop training programme for all Customer Service staff	CSM/HR					█	█	█												
	Deliver Customer Care training to all staff	CSM/HR																			
	Monitor Customer Service provision / survey customers to gauge improvement	CSM																			Oct-06
<b>Develop a comprehensive consultation strategy</b>		<b>ACE</b>																			
	Establish Wkg Gp of X Council staff and X political members	ACE					█	█	█												
	Research good practice in consultation tech - evaluate Planning for Real technique	ACE																			
	Develop draft consultation strategy outlining various techniques/styles	ACE																			
	Consult with Community Ptr Orgs, LSP and hard to reach groups.	ACE																			
	Develop final consultation strategy & present to Cabinet & Council	ACE																			
	Develop training awareness for HOS, Team Ldrs & portfolio Holders	ACE																			Sep-06
	Evaluation of use of strategy	ACE																			Ongoing
<b>Ministers Heading - Service improvement</b>																					
<b>Develop and Implement a strategy for delivering sustainable service improvement to the street scene environment.</b>		<b>CDS</b>																			
	Present a strategy to Cabinet	HoSS&WM, HoFS.							█												
	Subject to the outcome of Cabinet deliberation present the strategy to the relevant Scrutiny Committee	HoSS&WM, HoFS.								█											
	Develop and undertake a Public Consultation on the strategy	HoSS&WM, HoFS.																			
	Consult with Trade Unions	HoSS&WM, HoFS.																			
	Revise Strategy for Cabinet and Council	HoSS&WM, HoFS.																			
	Develop Implimentation processes	HoSS&WM, HoFS.																			Ongoing

RECOVERY PLAN TIMETABLE (DRAFT)			April	May	June	July	August	September	October	November	December	January	February	March	April	May	June	July	August	September			
	<b>Expected outcomes</b>	<b>Lead person</b>																					
Review and revised impliment refuse and recycling collection schedules		HoSS&WM, HoFS.																				<b>Comments / Updates</b> being finalised.	
Procure three new refuse collection vehicles		HoSS&WM, HoFS.																					
Procure vehicles for street cleansing and the cesspool emptying service		HoSS&WM, HoFS.																					
Develop Waste Minimisation Strategy		HoSS&WM, HoFS.																					
Develop a recycling strategy		HoSS&WM, HoFS.																					
<b>Review and improve business planning and processes throughout the council</b>		<b>CDR</b>																					
Identify and appoint consultant to review business processes		CDR																					
Agree timetable & key business areas for consultant examination		CDR																					
Develop Project Initiation Documentation for sound mang & impr		CDR																					
Introduce the use of the EQFM model		CDR																					
Implementation of review outcomes inc staff & EFQM assessors training		CDR																				Sep-06	
Review of effectiveness of new processes		CDR																				Apr-07	
Creation of business excellence model		CDR																				Apr-07	

**Four Month Recovery Plan - July to November 2005**

<b>Project</b>	<b>Month</b>	<b>Comments</b>	<b>Responsible Officer</b>	<b>Responsible Member</b>	<b>Outcome</b>
<b>Service Improvement</b>					
Develop a strategy for delivering a sustainable service, improvement to the street scene environment	July	<p>Significant improvements have been made to the depot and waste, street cleansing and ground maintenance services but these have been made on an empirical basis. Street cleansing hit squads have been introduced, cycles for cleansing have been introduced on a priority need basis with the aim of improving urban areas. The frequency of grass cutting has been significantly improved moving from 8 cuts per year to fortnightly throughout the growing period without any increase in resource. The level of Recycling and Composting undertaken by the Council is performing at the highest level in the County and is amongst the best nationally.</p> <p>A strategy for relating improvement to statutory requirements and excellence over a two-year period is in an advanced state of preparation. When completed this report will be inclusive of broad financial comparisons and investment requirements. The strategy is based on an area concept with all services following the pattern of collection rounds.</p>	CS/KD/JP	BF	To consolidate the improvements achieved in depot services and relate them to a strategy. This will include future investment requirements, benchmarking and comparative data to measure and ensure competitiveness.
	August	Completion of depot strategy	CS/KD/JP	BF	To consolidate the improvements achieved in depot services and relate them to a strategy. This will include future investment requirements, benchmarking and comparative data to measure and ensure competitiveness.
	September	Cabinet to consider Depot strategy for implementation of areas not requiring finance and budget considerations of remainder through budget/priorities exercise.	CS/KD/JP	BF	To consolidate the improvements achieved in depot services and relate them to a strategy. This will include future investment requirements, benchmarking and comparative data to measure and ensure competitiveness.

Project	Month	Comments	Responsible Officer	Responsible Member	Outcome
	October	The strategy to be considered by Scrutiny before entering into public consultation. The proposals to commence consideration in the budget process.	CS/KD/JP	BF	
<b>Performance Management, Risk Management and Procurement</b>					
Performance Management	July	A performance management framework has been established to build on the Performance Plus system already in existence. The Cabinet approved a report on a performance management framework in June 2005.  Initial work has been done to overhaul the appraisal system, whereby each section, team and individual is advised of their contribution to achieve the goals of the organization.  A Performance Monitoring Board has been approved at Member level.  Workshops have been held for 50% of the staff to prepare the 2006/07 Business Plans and to incorporate performance management as the norm.	SN/HJ	BF	To ensure that the Council can measure its progress in achieving what it has said it would.  To ensure that all individuals know how they contribute to the overall objectives of the Council.
	August	Workshops continuing	SN/HJ	BF	
	September	Development of draft 2006/7 service plans and develop targets for teams. Members to agree priorities and non-priorities.	HJ	BF	
	October	Commence to training.  Approval sought on Priorities and Non – Priorities.	HJ	BF	
Procurement	July	Cabinet approved a Procurement Strategy on 7 <sup>th</sup> July. This will introduce the principles of effective procurement into the working practices of the Council. The report included provision for training, for which quotes are currently being sought. Initially, this will be directed into awareness rising for all member and staff, and training for practitioners will follow.	KD	RH	To ensure the organisation complies with best practice and to maximise the financial and quality benefits from sound procurement
		Commenced development of standard documents for contract procurement and procurement and engagement with suppliers. This included a 'how to do business with Bromsgrove' document for publication	KD	RH	To ensure the councils procurement activity is carried out in a standard, consistent way and in accordance with best practice.



Project	Month	Comments	Responsible Officer	Responsible Member	Outcome
		<p>on the Councils web site.</p> <p>Commenced work on a corporate contracts register and corporate preferred supplier list.</p> <p>Commenced initial specification of a procurement awareness and basic training programme.</p>			<p>To engage with stakeholders and encourage local SME's by providing sustainable economic opportunities.</p> <p>To ensure accurate and complete records of contract activity within the council.</p> <p>To facilitate awareness of the importance of procurement in the recovery of the Council</p>
	August	<p>Commence study of the introduction of Government Procurement Cards</p> <p>Requesting quotations for Procurement awareness training</p> <p>Researching the implementation of Standard Purchase Order Processing leading to E Procurement</p> <p>Commenced research into establishing framework contracts for vehicle fleet purchasing.</p> <p>Commenced study of potential joint working arrangement with other Councils</p> <p>Interim procurement officer commenced to assist in the implementation of the procurement programme</p>	<p>KD</p> <p>KD</p> <p>KD</p> <p>KD</p>	<p>RH</p> <p>RH</p> <p>RH</p> <p>RH</p>	<p>Reduces number of small value invoices generating administrative saving.</p> <p>Achievement of Procurement awareness</p> <p>More efficient and effective procurement practices releasing efficiency savings and meeting the e government targets</p> <p>Shared specialist resources and therefore efficiencies plus the economies of scale in purchasing contracts.</p>
	Sept	<p>Developing project for the introduction of GPC's</p> <p>Developing the introduction of standard purchase order processing.</p> <p>Producing a Procurement policy to be followed by the Procurement Toolkit</p>	<p>KD</p> <p>KD</p> <p>KD</p>	<p>RH</p> <p>RH</p> <p>RH</p>	<p>Efficiency savings for the authority</p> <p>Efficient procurement system and efficiency savings.</p> <p>Enhanced procurement awareness and standard practices.</p>

Project	Month	Comments	Responsible Officer	Responsible Member	Outcome
		Determine training provider for procurement awareness sessions. Determining training timetable for training delivery.  Revise Procurement Strategy.	KD	RH	Enhanced procurement awareness and standard practices. Enhanced procurement awareness and standard practices. Enhanced procurement awareness and standard practices.
	October	Presentation to Cabinet of GPC introduction report.	KD	RH	Efficiency savings.
		Presentation to Cabinet of revised Procurement Strategy	KD	RH	Efficiency in tendering practices.
		Presentation to Standards committee of revised procurement practices and spending limits (including revised contract procedure rules and financial regulations). Continue preparing procurement toolkit.	KD KD	RH RH	Efficiency in tendering practices. Efficiency in tendering practices.
		Continue collaborative buying and shared service research.	KD	RH	Enhancement of the shared services agenda.
Risk Management	July	Further development of the Departmental Risk Registers.  Project brief for training sent out to prospective providers. Three types of training:  ➤ Risk Management Steering Group – update training. ➤ Risk Officers – detailed training and review of departmental risk registers. Facilitated session for Cabinet/SMT to identify strategic risks.	KD	TBC	Clear understanding of risks.
		September			
		Continuation of departmental risk registers	KD	???	Increased understanding of departmental risks facing organisation
		Finalisation of training events	KD	??	

Project	Month	Comments	Responsible Officer	Responsible Member	Outcome
					Risk Management embedded within organisation
	October	Training events take place including facilitated event with Cabinet and SMT to identify strategic risks	KD	??	Awareness of risk management raised
<b>Communication and Consultation</b>					
Communication	July	A third Chief Executive's bulletin was circulated to all staff to keep them informed and to engage with them on recovery and current developments in such a period of change. Briefly Bromsgrove continued The first round of staff forums has been concluded and will resume following summer holidays but before the onset of the Progress Review.	SN/HJ	DN	To ensure an engaged and well-informed staff are committed to recovery.
		Further work undertaken on the development of a Communications Strategy.	HJ	DN	Understanding of importance of good communication and development of action plan to drive improvement
	August	Consideration by Management Team of draft Communications Strategy.  Continuation of Briefly Bromsgrove and Chief Executives Bulletin.  Staff forums held on restructuring.	ACE   CE/SMT	DN	Improved communications.
		September	Completion of the Communications Strategy	HJ	DN
	October	Seek approval to Communications Strategy.	HJ	RH	Improved communications.
<b>Organisational Development</b>					
Target setting	July	The Chief Executive and Leader of the Council agreed broad targets to achieve for the next twelve months. Targets were similarly agreed between the Chief Executive and both Corporate Directors and Assistant Chief Executive. The first monthly review took place.	SN/KD/CS	DN	Targets for achievement have been established and a performance measurement system has been put in place.
Restructure	July	Appointments made to the following posts: ➤ Corporate Director Services ➤ Head of Street Scene & Waste Management	SN/KD/CS	Member Panel	New senior Team appointed to influence formation of remainder of the structure.

Project	Month	Comments	Responsible Officer	Responsible Member	Outcome
		<ul style="list-style-type: none"> <li>➤ Head of Community &amp; Culture</li> <li>➤ Head of Financial Services</li> <li>➤ Head of Legal &amp; Democratic Services</li> </ul> <p>Posts not filled and to be externally advertised in September:</p> <ul style="list-style-type: none"> <li>➤ Head of Planning &amp; Environment</li> <li>➤ Head of E-Government and Customer Services</li> </ul> <p>Interims to be sought</p>			
	August	Heads of service complete detailed cost structures to meet reorganisation principles.	All Heads of Service	DN	To assemble a workforce populating a new structure to increase capacity, reliably deliver the Recovery Plan and the journey to excellence.
	September	Complete detailed structures and begin consultations with employees and trades unions. Confirm costs. Complete protocols for filling posts.	All Heads of Service SN/KD/SM/ CS	DN	To assemble a workforce populating a new structure to increase capacity, reliably deliver the Recovery Plan and the journey to excellence
	October		KD/SM	RH	To assemble a workforce populating a new structure to reliably deliver the Recovery Plan and the journey to excellence.
Head of HR / OD	July	S. McGowan appointed as permanent Head of HR /OD. Duties commenced 04.07.2005	KD	RH	New impetus for training and personnel initiatives to support recovery.
Training	July	<p>A capacity building fund bid continued to be prepared to cover Top Team development, Member Development and performance management.</p> <p>Urgent training needs identified as:</p> <ul style="list-style-type: none"> <li>➤ Risk Management/awareness</li> <li>➤ Procurement</li> <li>➤ IT</li> </ul>	<p>KD/SM</p> <p>KD/JP</p> <p>KD/JP</p> <p>KD/Head of</p>	<p>RH</p> <p>RH</p> <p>RH/AB</p>	To change the culture of the organisation into a 'Can do' culture and which mirrors the Vision & Values set the Council to achieve.

Project	Month	Comments	Responsible Officer	Responsible Member	Outcome
		<ul style="list-style-type: none"> <li>➤ Customer Care</li> <li>➤ Performance Management</li> <li>➤ Project Management</li> <li>➤ Financial Management</li> </ul>	e-Gov't KD/SM HJ/SM KD/SM KD/JP	BF RH	
ICT Training	July	Training needs analysis questionnaire sent to all employees to identify training requirements.	KD/SM	RH	To put in place appropriate skills to equip staff to apply to new structures in November 2005.
	September	Begin ICT training to all staff identified through the Training needs analysis.	KD/SM	RH	To equip employees with the necessary ICT skills to deliver their jobs.
	October	Continue ICT training across the organisation.	KD	RH	To equip employees with the necessary ICT skills to deliver their jobs.
Induction Scheme	August	Review and revise staff induction scheme			<p>To help the new employee</p> <ul style="list-style-type: none"> <li>➤ Understand the objectives of Bromsgrove District Council</li> <li>➤ Understand the role of their service division in achieving the organisations objectives</li> </ul> <p>Understand their in achieving the above</p>
	September	Consult with Trade Unions on the new scheme and begin the process.	SM	RH	<p>To help the new employee: -</p> <ul style="list-style-type: none"> <li>➤ Understand the objectives of Bromsgrove District Council.</li> <li>➤ Understand the role of their Service Division in achieving the organisations objectives.</li> </ul> <p>Understand their role in achieve the above.</p>
Appraisal scheme	August	Review and revise current staff Performance Review and Development scheme			<ul style="list-style-type: none"> <li>➤ To assist employees to perform their job to the best of their ability thus maximising their job satisfaction and naturally their contribution to the Councils objectives</li> </ul>

Project	Month	Comments	Responsible Officer	Responsible Member	Outcome
					<ul style="list-style-type: none"> <li>➤ To help measure employee's performance</li> <li>➤ To identify individual and corporate training needs</li> </ul> <p>To highlight the future potential and aspirations of each individual.</p>
	September	Consult with Trade Unions on the new scheme and begin training.	SMT/SM	RH	<ul style="list-style-type: none"> <li>➤ To assist employees to perform their job to the best of they're ability thus maximising their job satisfaction and, naturally, their contribution to the Council's objectives.</li> <li>➤ To help measure employee's performance</li> <li>➤ To identify individual and corporate training needs</li> <li>➤ To highlight the future potential and aspirations of each individual</li> </ul>
	October	<p>Staff appraisals to commence across the Council.</p> <p>To commence with the Chief Executive and Corporate Directors. Remainder of appraisals to commence upon completion of restructuring.</p>	SM	RH	<ul style="list-style-type: none"> <li>➤ To assist employees to perform their job to the best of they're ability thus maximising their job satisfaction and, naturally, their contribution to the Council's objectives.</li> <li>➤ To help measure employee's performance</li> <li>➤ To identify individual and corporate training needs</li> <li>➤ To highlight the future potential and aspirations of each</li> </ul>

Project	Month	Comments	Responsible Officer	Responsible Member	Outcome
					individual
HR Strategy	August	Develop draft HR strategy for the Council	KD/SM	RH	To demonstrate how effective people management can help the Council deliver on its vision and objectives
		Consult upon the HR Strategy Revise the strategy in light of any consultation comments.	KD/SM	RH	To demonstrate how effective people management can help the Council deliver on its vision and objectives
Customer care Training	August	Commence Customer Care training needs analysis.	SM	RH	To equip employees with the necessary Customer care skills to deliver their jobs.
	October	Source training provider	SM	RH	To equip employees with the necessary Customer care skills to deliver their jobs.
Progress Assessment	August	Continue to refine self assessment, gather evidence and finalise interviews and arrangements	CS/ACE	DN+Chairs	To complete preparations for the Progress Assessment.
	September	To complete final version of self-assessment.  To have concluded the schedule of interviews made domestic arrangements and collected the evidence required.  Roll out explanatory presentations to all staff and Members.  Submit self-assessment by 12 <sup>th</sup> September.	CS	RT	To demonstrate progress
Project Management	October	Commence Project Management training needs analysis.	SMcG	RH	To train all middle managers and senior staff to a level of competence to project manage and deliver organisational objectives.
<b>Financial Planning</b>					
Finance	July	Consultant re-engaged to look at review of business systems.	JP	RH	To ensure the most efficient and effective processes are implemented for cash collection, accounting and reconciliation.
		Final accounts for 2004/05 reported to Committee.	KD	RH	Backlog of accounts cleared –

Project	Month	Comments	Responsible Officer	Responsible Member	Outcome
					clearer position on level of balances.
		<p>Monthly revenue monitoring reports distributed to budget holders with review meetings undertaken to discuss any relevant issues.</p> <p>Initial work undertaken on the review of the coding structure</p> <p>Local Performance indicators monitored.</p> <p>To procure a project plan document for the implementation of the Purchase Order Processing module within Agresso.</p>	<p>JP</p> <p>JP</p> <p>JP</p> <p>JP</p>	<p>RH</p> <p>RH</p> <p>RH</p> <p>RH</p>	<p>To enable resources to be assigned to priority areas and to identify concerns in a timely manner</p> <p>To ensure the accounts reflect best practice and compliance with CIPFA standards. To ensure monitoring reports reflect the true position of the Council.</p> <p>To ensure that financial services are providing a service that is performing well for its customer and to identify areas of improvement</p> <p>To enable the first stages of e-procurement and to achieve efficiencies in the processing of goods and invoices from suppliers.</p>
	August	<p>To continue the review of cash collection accounting and reconciliation</p> <p>To liaise with KPMG during the audit of 2003/04 accounts</p> <p>To continue the review of the coding structure and consult with budget holders</p> <p>To implement the payment of creditors by BACS</p> <p>Reported quarterly revenue monitoring to members</p>	<p>JP</p> <p>JP/HSC</p> <p>JP</p> <p>JP</p> <p>JP</p>	<p>RH</p> <p>RH</p> <p>RH</p> <p>RH</p> <p>RH</p>	<p>To ensure the most efficient and effective processes are implemented for cash collection, accounting and reconciliation.</p> <p>To receive a clean set of accounts with no qualification from KPMG</p> <p>To ensure managers understand the analysis of their accounts. More effective financial management.</p> <p>To ensure an effective and efficient way of payment of creditors – to achieve efficiency savings</p> <p>To ensure members are aware of the current financial position of the Council and to assist them in making informed decisions on service delivery</p>



Project	Month	Comments	Responsible Officer	Responsible Member	Outcome
		Draft Budget timetable submitted to members.	KD	RH	To ensure clarity around budget timetable and improved linkage between priorities and resource allocation.
	September	Start of budget process	KD	RH	3 year financial plan aligned with priorities
		To finalise the review of cash collection accounting and reconciliation	JP	RH	To ensure the most efficient and effective processes are implemented for cash collection, accounting and reconciliation.
		Continue with review of coding structure	JP	RH	To ensure managers understand the analysis of their accounts. More effective financial management.
	October	To implement the purchase order processing module within Agresso to pilot in a department	JP	RH	To enable the first stages of e procurement and to achieve efficiencies in the processing of goods and invoices from suppliers.
		Continuation of budget process	KD	RH	Robust 3 year financial plan in line with priorities
		To carry out a full review of support service recharges	JP	RH	To ensure a clear methodology for recharging support services to front line departments that follows best practise and assists in the development of relationships between the sections
Financial Training	August	To identify the resource available to provide the training and to prepare the themes that will be covered	KD/JP	RH	To ensure both members and officers have a clear understanding of financial management and how it can enable them to make more effective decisions
Financial Management	October	Commence training in house for financial competency to all members of staff.	KD/JP	RH	To embed good financial management throughout the organisation.
Revenues and Benefits	July	The BFI inspection commenced. This involved considerable deployment of internal resources to assist with their work.	KD	RH	To assist with the overall direction of the service in terms of the recovery of benefits and it's long term goal.

Project	Month	Comments	Responsible Officer	Responsible Member	Outcome
		Emerging findings were presented and actions for immediate improvement were incorporated within the service plans.	KD	RH	To assist in the direction of actions needed to deliver improvements.
		Seven bids for over £250,000 of funding from the DWP were compiled and submitted for approval.	KD	RH	Bids are aimed at providing much needed investment in modern IT, dedicated resources for training and recovery of overpayments and for leading edge wireless enabled service delivery.
		Performance goals and targets were set for all staff within the service.	KD	RH	To assist with the measurement and management of service performance and to facilitate better and more meaningful information to members.
		New Principal Benefits Officer started in post filling a long term vacancy and providing much needed expertise and support to this area.	KD	RH	Greater expertise in service area to help drive improvement.
		Obtained temporary resource who with existing staff cleared the backlog of outstanding benefits workload.	KD	RH	To improve customer service by dealing with current claims in a shorter timescale.
	August	Draft restructure of the department completed.	KD	RH	To provide the steady state resources necessary to deliver the councils objectives for the service.
		Initial meetings held with the DWP Performance Development Team (PDT)	KD	RH	Provision of expert advice and resources from the DWP to facilitate the achievement of the recovery and improvement plan.
		Continue to monitor performance targets.	KD	RH	Achievement of Recovery Plan improvements and thus improvements in service.
		Pilot use of a corporate Potentially Violent Register.	KD	RH	Protection of staff in relation to abuse and reducing 'at risk' situations.
		Commenced work on the development of a series of	KD	RH	Provision of clear statements guiding the actions of the service.

Project	Month	Comments	Responsible Officer	Responsible Member	Outcome
		essential policies. This work will continue with the assistance of the PDT.  Commenced identifying resource requirements of the successful DWP performance standards bids.			Accelerated service improvement and the provision of leading edge customer outreach service.
	September	Formulate the costs of the revised structure and develop job descriptions and person specifications.	KD	RH	Clarity around what is required to deliver service improvements
		Appoint project manager for DWP funded bids.	KD	RH	Dedicated resource to ensure delivery of service improvements.
		Commence development of detail Project specifications for DWP bids.	KD	RH	Ensure delivery of the projects within timescales and costs.
		Create project team and reporting and monitoring process.	KD	RH	Ensure appropriate resources and corporate implications are identified and that Executive Cabinet, Director and Government Monitoring Board are kept apprised of performance.
		Commence research into development of 'e' forms and 'e' payment system.	KD	RH	Enhance service delivery to customers.
		Develop benefits advertising and take up campaign information.	KD	RH	Increase benefit take up and the accuracy of information needed for assessment of claims therefore improved PI's
		Continue benefits awareness training with Service Centre staff	KD	RH	Improved service delivery
		Develop new draft service plan.	KD	RH	Improved performance management and thus service delivery
		Develop new local performance targets.	KD	RH	Improved performance management and thus service delivery
	October	Commence introduction of DWP funded schemes including workflow, wireless, process guide and the appointment of specialist training and overpayments			Improved service capability and improved PI's

Project	Month	Comments	Responsible Officer	Responsible Member	Outcome
		resources. Go live with new system server (DWP Funded). Commence appointing staff to revised staffing structure. Continue with development of new service plan and new service targets. Continued work on addressing issues identified in recovery plan for revenues and benefits.			
Internal Audit	September	Development of an Internal Audit Manual	NS	RH	Improved Internal Audit service and thus improvements in system of internal control
	October	Review of audit plan for 2005/6	NS	RG	Improved internal audit coverage of risk areas
		Approval of Internal Audit Manual	NS	RH	Improved Internal Audit service and thus improvements in system of internal control
		Development and approval of Internal Audit Charter	NS	RH	Improved Internal Audit service and thus improvements in system of internal control
		Development and approval of Internal Audit Protocol	NS	RH	Improved Internal Audit service and thus improvements in system of internal control
Initial consideration to be given to formulation of Audit Panel	NS	RH	Improved Internal Audit service and thus improvements in system of internal control		
<b>Strategic Leadership</b>					
Member Development	July	Member Development Strategy agreed	SN/KD/SM	DN	Clarity about member development programme
	August	The development of a programme of activities for the	SN/KD/SM		Ensure there is clarity of roles and

Project	Month	Comments	Responsible Officer	Responsible Member	Outcome
		<p>period October 2005-March 2006. Suggested programme: (this will be approved in September)</p> <p><b>October</b></p> <ul style="list-style-type: none"> <li>➤ Media Training</li> <li>➤ Introduction to IT</li> </ul> <p><b>November</b></p> <ul style="list-style-type: none"> <li>➤ Equality and Diversity</li> <li>➤ Introduction to Microsoft Word</li> <li>➤ Financial awareness for Members</li> </ul> <p><b>December</b></p> <ul style="list-style-type: none"> <li>➤ Chairing Skills</li> <li>➤ Refresher</li> <li>➤ Licensing Law</li> <li>➤ Health and Safety Briefing</li> </ul> <p><b>January</b></p> <ul style="list-style-type: none"> <li>➤ Speed Reading</li> <li>➤ Introduction to Microsoft Excel</li> </ul> <p><b>February</b></p> <ul style="list-style-type: none"> <li>➤ Effective Presentation Skills</li> <li>➤ Speaking "Off the Cuff" Presentation Skills</li> </ul> <p><b>March</b></p> <ul style="list-style-type: none"> <li>➤ Single Status Background Briefing</li> <li>➤ Introduction to IT</li> <li>➤ Introduction to Microsoft Word</li> </ul>			<p>responsibilities and relationships in the political management structures.</p> <p>Ensure there is training and development support for Members collectively and individually to assess and meet their strategic skills, role identification and personal development needs.</p> <p>Ensure there are information services and briefing sessions to keep Members up to date with national and local policy developments</p>
	September	To seek agreement on the proposed development programme October to March at the Member Development Working Group	SN/SM	DN	<p>Ensure there is clarity of roles, responsibilities and relationships in the political management structures;</p> <p>Ensure there is training and development support for Members, collectively and individually, to assess and meet their strategic skills, role identification and personal development needs;</p> <p>Ensure there are information services and briefing sessions to keep Members up to date with national and local policy developments</p>

Project	Month	Comments	Responsible Officer	Responsible Member	Outcome
	October	Commence development programme, taking into consideration feedback from member peer mentors	SN/SM	DN	<p>Ensure there is clarity of roles, responsibilities and relationships in the political management structures;</p> <p>Ensure there is training and development support for Members, collectively and individually, to assess and meet their strategic skills, role identification and personal development needs;</p> <p>Ensure there are information services and briefing sessions to keep Members up to date with national and local policy developments.</p>
Capacity Building Fund [CBF]	August	Submit CBF bid and commence scoping work in preparation for a November start	SN/KD/SM	DN/RH	<p>To successfully achieve funding for development activities in the following areas:</p> <ul style="list-style-type: none"> <li>➤ Top Team Development</li> <li>➤ Member Development</li> <li>➤ Middle Management development</li> <li>➤ Performance Management</li> </ul>
	September	Continue with scoping work in preparation for November start, and undertake tender process to source a provider.	KD/SM	RH	<p>To successfully achieve funding for development activities in the following areas: -</p> <ul style="list-style-type: none"> <li>➤ Top team development</li> <li>➤ Member development</li> <li>➤ Middle management development</li> </ul> <p>Performance, management.</p>
	October	Selection of Top Team Development provider.	KD/SM	RH	<p>To successfully achieve funding for development activities in the following areas: -</p> <ul style="list-style-type: none"> <li>➤ Top team development</li> <li>➤ Member development</li> </ul>

<b>Project</b>	<b>Month</b>	<b>Comments</b>	<b>Responsible Officer</b>	<b>Responsible Member</b>	<b>Outcome</b>
					➤ Middle management development Performance, management.
Recovery Plan	September	Revised Recovery Plan approved by members.	SN	DN	Clearer understanding across organisation of work required for improvement (including priority)
Review of Scrutiny	September	Member consideration of role of Scrutiny	KD	DN	Improved scrutiny arrangements within Council

**BROMSGROVE DISTRICT COUNCIL**

**EXECUTIVE CABINET**

**28TH SEPTEMBER 2005**

**REVISING THE MEDIUM TERM FINANCIAL PLAN 2005/6 TO 2008/9**

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

**1. Purpose of the report**

- 1.1. To inform Executive Cabinet of the proposed budget timetable and process to be followed in order to revise the three-year budget strategy which encompasses both revenue and capital.

**2. Summary**

- 2.1. The Council needs to review its three-year budget for revenue and capital (including rolling it forward to include 2008/9) – this report seeks to provide an overview of the process and timetable to be followed that will enable this to be achieved by March 2006.

**3. Recommendations**

- 3.1. It is recommended that Members consider and comment upon the proposed budget timetable and process and endorse:
- 3.1.1. That an externally facilitated session is held between Executive Cabinet and SMT (including Head of Financial Services) to agree priorities and non priorities
  - 3.1.2. That a special Executive Cabinet and full Council is set up to endorse Executive Cabinet's priorities and non priorities.
  - 3.1.3. That draft service business plans for 2006/7 will not be formally considered by members but that they will be developed in conjunction with the appropriate portfolio holder.
  - 3.1.4. That further consideration is given to the consultation to be undertaken later in the budget process.
  - 3.1.5. That the Asset Management Plan and Capital Strategy will be developed in accordance with the timetable and that they will address the remainder of this financial year and 2006/7 onwards.

**4. Priorities**

- 4.1. In order to improve business planning and indeed the budget process it is essential that Members identify their priorities and more importantly their non-priorities. As has been said on many occasions over the last twelve months the Council's priorities must drive its budget and not the other way round. This has been the traditional approach in a lot of local authorities.
- 4.2. In order to achieve this it is suggested that an externally facilitated session is held in September between Executive Cabinet and SMT and the Head of Financial Services to enable the budget process to continue.



- 4.3. Normally full Council would be asked to endorse the Council's priorities and non-priorities however there is an issue of timescale as this should have been done earlier in the financial year and certainly before service business plans were being revised). It is therefore suggested that a Special Cabinet and Special Council are set up early in October to agree priorities and non-priorities.

## **5. Service Business Plans**

- 5.1. Draft Service Business Plans for 2006/07 should be being developed for end of September. The appropriate portfolio holder should be involved in their development and they should include indications of additional spending requirements (a more detailed business case should be developed for inclusion in budget process). It is not the intention to formally submit draft service business plans to Cabinet for approval.

## **6. Consultation**

- 6.1. £15,000 has been included within the 2005/06 budget for consultation. The options for consultation are felt to be:
- 6.1.1. General consultation on priorities and non priorities
  - 6.1.2. Using sophisticated consultation technique (SIMALTO) which allows people to mix and match spending and reductions
  - 6.1.3. Consult on proposed budget growth and increases
- 6.2. It is suggested that further consideration is given to consultation as the budget process continues.

## **7. Asset Management Plans and Capital Strategies**

- 7.1. Whilst neither of these documents are now formally required by the Government Office it is felt that they are extremely important documents that help in setting the strategic context and direction of the authority. It had been intended to have produced these documents for 2005/06 however due to resource limitations this has not been possible. It is recommended that they are developed in accordance with the timetable as detailed below and reflect the remainder of 2005/06 and 2006/07 and beyond.

## **8. The Budget Process**

- 8.1. The process will focus on two main elements:
- Budget holders will be asked to critically review the budget for the current financial year (2005/06) in order to establish a revised estimate.
  - Budget holders will be asked to compile the budget for the next three years (2006/07 to 2008/09)

Budget holders should ensure that they involve the appropriate portfolio holder in their consideration of the budget.

- 8.2. The review of the current year will require managers to identify possible savings within their respective areas. This is essential to help maximise the resources available in order to sustain the longer term financial position of the Council.

- 8.3. For the period 2006/07 to 2008/09 managers are asked to base their expectations on how much it will cost to continue to provide the current level of service (obviously there is a need to address resource implications of the recovery process and this should be done through the appropriate service business plan or indeed through the current restructuring exercise). To assist with this the Accountancy Section will roll forward the original estimate for 2007/08 to 2008/09. No inflation will be applied at this stage as this will be done following meetings with the budget holders. A zero based budgeting exercise had been considered however it is not believed at present that there is the capacity or indeed the capability within the council to undertake this at present although we will look to ensure that there is greater clarity around what is and what isn't included in the budgets.
- 8.4. Any increased resource requirements that are needed to improve performance or introduce new initiatives i.e., any changes planned over the period should be included within the appropriate service business plan and a separate business case submitted (if the initial proposal is supported). This should include any additional resource requirements that are needed to address the Council's priorities.
- Managers should ensure that their accountant is fully involved in the costing of any proposals that have financial implications regardless of whether they originate within management plans or priority plans.
- 8.5. All budget holders will be expected to maximise income as part of the budget strategy. If additional income has been used in the current financial year to fund additional expenditure this only applies to this financial year. Where managers wish to use additional income, identified within future years' budgets, to fund additional spending a suitable business case will be needed.
- 8.6. In addition it is expected as part of the review that all budget holders will critically review their budgets to identify any potential savings within their service area. An option for change form will be developed over the course of the next few weeks that all budget holders will be expected to complete. This will seek to provide further detail on how each element of the budget contributes to the Council's objectives and priorities and the effect that a reduction may have on performance.

## 9. Timetable

- 9.1. The timetable and process for the budget review is as follows:

Sept	Facilitated session to be held between Cabinet and Senior Management to agree priorities and non priorities.
19 Sept	A hard copy of the budget spreadsheets (also sent electronically) will be sent out to all budget holders. The spreadsheet will detail actual expenditure 2004/05, latest estimate 2005/06 and the base budgets for each of the years 2006/07, 2007/08, 2008/09 for each cost centre for which they are responsible.

*Note: Normally a copy of the relevant payroll estimates for each of the years 2005/06 to 2008/09 would be sent to each budget holder with the budget holder being responsible for ensuring that all posts / personnel / scale points and fixed term contract details are correct, however due to the restructuring exercise this will not be provided as the structure proposals will provide the basis for salary estimates.*

19 Sept	Guidance and documentation to be issued on business cases and options for change.
19 Sept	<p>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.</p> <p><i>Note: For 2006/07 the work on recharges will focus primarily around establishing a robust framework. It can take a number of years for the system to become sophisticated enough so that the service user can see the relationship between service quality and cost. This exercise will be made more difficult by the new structures.</i></p>
End Sept	Revised Service Business Plans to be completed (to include high level analysis of additional resource requirements – if supported by members these will need to be developed into a more detailed business case).
28 Sept to 11 Nov	<p>Budget holders to meet with their accountant to discuss any changes to the existing budgets (contained within the papers sent out on 19th 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 business planning process outlined above.</p> <p>Inflation and profiling of budgets will also be discussed at the meetings.</p> <p><i>Note: In order to improve the robustness of our budget process we need to improve the way that we calculate the budgets for major items of income – planning fees, land charges, building control, car parking charges. We need to calculate the likely level of income based on usage and level of fees rather than simply rolling forward the budget – we also need to assess the risks associated with these levels of income.</i></p>
28 Sep to 11 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.
28 Sep to 11 Nov Oct	Budget holders to give consideration to fees and charges and submit to Accountancy Services the proposals. Special Executive Cabinet and Special Council to agree priorities and non priorities.
28 Oct	Asset Management Plan and Capital Strategy reviewed and updated to assist with formulation of budget strategy.
11 Nov	Return of Charging form by budget holders to Accountancy Services.
11 Nov	Return of all other budget information

15 Nov	First draft base budgets available (including recharges and capital charges).  <i>Note: There will need to be continued discussion between support service provider and receiver until agreement is reached.</i>
1 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.
Mid Dec	Calculation of base budget requirement (variety of scenarios), together with cost of priorities, and including Government Grant indications, to be completed.
Dec	Presentations to Scrutiny Committees on the budget process and draft base budget.
14 Dec	Executive Cabinet to consider base budget, cost of priorities and the process to be followed for consideration of the budget.
Mid Dec Feb	Officers to identify growth and budget reductions (if they are required) to 2 in order to balance the budget.
18 Jan	Consideration by Executive Cabinet of overall budget.
Jan	Service Business plans finalised.
Jan / Feb	Consideration by Scrutiny Committees of detailed budget for each area and proposed growth and budget reductions (if required).
Jan/Feb	Undertake consultation with public on proposed budgets (note full year effect may not happen in 2006/07)
14 Feb	NNDR consultation
15 Feb	Consideration by Executive Cabinet of budget for 2006/07 and budget strategy to 2008/09. Approval of service business plans.
1 Mar	Approval by Council of budget for 2006/07 and budget strategy to 2008/09.
By 31 Mar	Issue of budget books.

This timescale is very tight and will require everyone to adhere to the deadlines to ensure its completion.

## **10. Capital Budget**

- 10.1. The timetable for consideration of the capital budget will be in line with that for the revenue budget. Other points of note are as follows:
- The estimated level of capital receipts for the period 2005/06 to 2008/9 will be reviewed – it is expected that this work will be undertaken by the Capital Assets Projects Group (CAPG) for completion by 18 November 2005.
  - During October / November 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.

## **11. Risks**

11.1. There are three main risks as I see it to the successful completion of the revision of the medium term financial plan:

- Lack of clear priorities and non priorities from members
- Vacant heads of service posts
- Accountancy staff still dealing with audit of two years worth of accounts and as such not able to dedicate significant time to process
- Detailed restructuring not completed on time

## **12. Financial Implications**

12.1. Included in above.

## **13. Legal Implications**

13.1. None.

## **14. Other Sub Headings**

14.1. None.

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

## **Background Papers**

Budget Papers

## **Contact officer**

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**BROMSGROVE DISTRICT COUNCIL**

**EXECUTIVE CABINET**

**28TH SEPTEMBER 2005**

**AMPHLETT HALL – IMPROVEMENT WORKS**

Responsible Portfolio Holder	Councillor P. J. Whittaker
Responsible Head of Service	John Parkinson - Interim Head of Street Scene and Waste Management Kevin Dicks - Corporate Director (Resources)

**1. SUMMARY**

- 1.1 This report advises Members of the various improvements that are needed to bring Amphlett Hall up to current standards as a functional building.

**2. RECOMMENDATION**

- 2.1 That the Executive Cabinet recommends to Council the approval of the execution of the works to Amphlett Hall as set out in the report and that a budget of approximately £55,000 inclusive of related consultant fees be approved and funded from the Council's revenue reserves.

**3. BACKGROUND**

- 3.1 As part of its asset management responsibilities the Council's officers have over recent months carried out various surveys and assessment studies to determine the necessary works and costs that would need to be executed in order to bring Amphlett Hall in line with the latest standards.
- 3.2 These studies have concentrated on five main areas, i.e. Fire Safety, Health & Safety, Disabled Access/Facilities, Asbestos and Electrical Infrastructure.
- 3.3 Members will be aware that recent work has been carried out to improve the fire alarm system and some improvements to the kitchen area to protect the building in case of fire. This work was precipitated to ensure that the fire risk to those who use it was of a normal rating.
- 3.4 Three areas of work now need to be addressed, fire safety at a cost of £15K, health & safety items at a cost of £10K, DDA works at a cost of £15K and these are required to be carried out as soon as possible as they are mandatory. It is also recommended that as these figures are estimates that a contingency of £10,000 is included within the budget approved this amount would only be used if absolutely necessary. It is also recommended that £5,000 is included for professional fees to discharge this project. The work cannot be capitalised and as such will need to be funded from the revenue budget.
- 3.5 As there is no current budget provision in the 2005/06 financial year it is recommended that members give consideration to funding the £55,000 from revenue reserves to allow the works to be progressed.

3.6 It should be noted that the budget figures are estimates. The works will be subject to competitive quotations or contracts the outturn costs may be higher or lower than the budgets set out.

3.7 The longer term maintenance of Amphlett Hall will need to be considered and it is suggested that this is considered as part of the transfer to the Management Committee.

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

4.1 It should be noted that;

- The budget figures are estimates and as such the outturn costs may be higher or lower than the budget set out.
- The works if executed will be subject to competitive quotations or tenders.

4.2 The Council's revenue reserves as of 31<sup>st</sup> March 2005 stood at £2.59m (however this is subject to audit for 2003/4 and 2004/5 and as such subject to change). As part of the approved budget for 2005/6 the Council approved use of the revenue reserves of £12,000. Use of £55,000 from the reserves would result in an estimated balance of £1.92m this is in excess of the £1.288m that was included within the Medium Term Financial Plan.

4.3 An alternative is to partially fund the works from the amount set aside for contingencies. Of the original £150,000 that was available £98,200 has been allocated leaving a balance of £51,800 however there may be other issues that arise during the remainder of the financial year that require us to utilise some of these funds. It is therefore felt more prudent to request release of revenue reserves to fund this work.

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

5.1 None other than any formal contracts that may be required.

#### **6. Community Safety Implication**

6.1 None.

#### **Contact Officers**

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**BROMSGROVE DISTRICT COUNCIL**

**EXECUTIVE CABINET**

**28TH SEPTEMBER 2005**

**PUBLIC SPEAKING AT PLANNING COMMITTEE**

Responsible Portfolio Holder	Councillor Mrs Taylor
Responsible Head of Service	Head of Legal and Democratic Services Head of Planning and Environment Services

**1. SUMMARY**

- 1.1 To consider the possible introduction of public speaking at meetings of the Planning Committee.

**2. RECOMMENDATION**

- 2.1 Members' views are requested.

**3. BACKGROUND**

- 3.1 At its meeting held on 16th February 2005 the Executive Cabinet considered a report submitted by the former Director of Planning Services on delegated powers. As part of that report an undertaking was given to provide a report on examples of good practice in schemes which would allow the public to address the Planning Committee on planning applications.
- 3.2 Officers have consulted a range of sources for examples of good practice. Colin Wood, Planning Course Leader at the University of Central England, and Sue Manns from Advantage West Midlands have carried out some academic research into public speaking at Planning Committee meetings. An initial article published in the Journal of Planning and Environmental Law in 2002 was followed up more recently by an article which set out their view of best practice. A copy of that article is attached at Appendix 1.
- 3.3 Officers have also consulted adjoining authorities, authorities in this Council's "family group" and those Councils mentioned in Wood and Manns in their research. Set out below is a summary of the public speaking schemes operated by these Councils.

<b>Council</b>	<b>Length of Speech</b>	<b>Who can speak</b>	<b>Other Comments</b>
Babergh	3 mins	1 Objector and applicant/agent	<ul style="list-style-type: none"><li>• No pre registration to speak</li><li>• No additional documents to be distributed at the meeting</li><li>• Comments limited to planning issues</li></ul>



<b>Council</b>	<b>Length of Speech</b>	<b>Who can speak</b>	<b>Other Comments</b>
Dudley	3 mins	<ul style="list-style-type: none"> <li>• 1 Objector and applicant/agent</li> </ul>	<ul style="list-style-type: none"> <li>• Pre registration to speak one day before meeting</li> <li>• Comments limited to planning issues</li> <li>• Speakers may only be heard once on any application</li> </ul>
Eastbourne	3 mins (extended at Chairman's discretion)	<ul style="list-style-type: none"> <li>• 1 Objector and applicant/agent</li> <li>• more than one objector allowed in some circumstances</li> <li>• applicant not allowed to speak if no objector present</li> </ul>	<ul style="list-style-type: none"> <li>• Pre registration to speak two days before the meeting</li> <li>• Comments limited to planning issues</li> <li>• Speakers may only be heard once on any application</li> </ul>
London Borough of Richmond	5 mins per side	<ul style="list-style-type: none"> <li>• Speaking time may be split between speakers</li> <li>• applicants can only speak if an objector wants to speak</li> </ul>	<ul style="list-style-type: none"> <li>• Pre registration to speak three days before the meeting</li> <li>• Comments limited to planning issues</li> <li>• Can also speak on enforcement and TPO matters</li> </ul>
Malvern Hills	3 mins – used to be 5 mins	1 Objector and applicant/agent	<ul style="list-style-type: none"> <li>• Pre registration to speak one day before the meeting</li> <li>• No additional documents may be distributed at the meeting</li> <li>• Comments limited to planning issues</li> </ul>
Redditch	3 mins	<ul style="list-style-type: none"> <li>• Objectors, supporter and applicant may speak</li> <li>• 1 person per group to speak</li> </ul>	<ul style="list-style-type: none"> <li>• Pre registration to speak two days before the meeting</li> <li>• Comments limited to planning issues</li> <li>• Meetings are in the evening and often finish after 10.30 pm</li> </ul>
Stratford On Avon	3 mins per side	<ul style="list-style-type: none"> <li>• Speaking time may be split between speakers</li> <li>• Parish Council representative</li> </ul>	No pre registration
Worcs City	5 mins	<ul style="list-style-type: none"> <li>• 1 Objector and applicant/agent</li> <li>• applicants can only speak if an objector wants to speak</li> </ul>	<ul style="list-style-type: none"> <li>• Pre registration to speak on day before the meeting</li> <li>• No new additional documents may be distributed at the meeting but can use documents and pictures if they have been submitted in advance</li> <li>• Comments limited to</li> </ul>

<b>Council</b>	<b>Length of Speech</b>	<b>Who can speak</b>	<b>Other Comments</b>
			<p>planning issues and issues submitted as written comments on the application</p> <ul style="list-style-type: none"> <li>• No additional opportunity of to speak if application deferred for site visit</li> </ul>
Worcs County	3 mins	<ul style="list-style-type: none"> <li>• 1 Objector and applicant/agent</li> <li>• Neighbours get priority over other objectors</li> <li>• applicants can only speak if an objector wants to speak in opposition to application being granted and the objector is present</li> </ul>	<ul style="list-style-type: none"> <li>• Pre registration to speak on day before the meeting</li> <li>• No new arguments or undisclosed information may be introduced at the meeting</li> <li>• Speakers may only be heard once on any application</li> </ul>
Wychavon	3 mins	1 Objector and applicant/agent	<ul style="list-style-type: none"> <li>• Pre registration to speak two days before the meeting</li> <li>• No additional documents to be distributed at the meeting</li> <li>• Comments limited to planning issues and issues submitted as written comments on the application</li> </ul>
Wyre Forest	3 mins	<ul style="list-style-type: none"> <li>• Objector and applicant/agent</li> <li>• Neighbours get priority over other objectors</li> <li>• Applicants can only speak if an objector wants to speak in opposition to application being granted</li> </ul>	<ul style="list-style-type: none"> <li>• Pre registration to speak two days before the meeting</li> <li>• No additional documents to be distributed at the meeting</li> <li>• Comments limited to planning issues and issues submitted as written comments on the application</li> <li>• Speakers not allowed to ask questions of members or officers</li> </ul>

3.4 Having considered the schemes operated by other Councils a suggested scheme which could be adopted by this Council is attached as Appendix 2.

3.5 If public speaking is introduced, experience at other authorities shows that meeting times are lengthened. Members may therefore need to consider reverting to the previous committee start time of 2pm.

3.6 The introduction of public speaking has generally been accepted as representing good practice, although there are no specific Best Value performance indicators. The introduction of the new delegated powers schedule has reduced the workload of Planning Committee to a level where it is now possible for Members to consider the introduction of public speaking.

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

4.1 If a scheme of public speaking is introduced there will be an increased demand on officer time in having to respond to requests to register to speak and to explaining how the system works to applicants and objectors who may wish to make use of the scheme.

4.2 If public speaking is introduced and meeting times lengthen as a consequence this will put additional demands on officer time.

4.3 There will be a small additional cost in producing leaflets and other publicity material explaining how the scheme works. .

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

5.1 There are no direct legal implications arising from this report.

#### **Background Papers**

C Wood and S Manns "Public Speaking at the Development Control Committee" Article in Journal of Planning and Environmental law April 2002.

Schemes for public speaking at planning Committee meetings for each authority listed above.

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## ALLOWING THE PUBLIC TO HAVE ITS SAY AT PLANNING COMMITTEE – TOWARDS GOOD PRACTICE TOWN & COUNTRY PLANNING, SEPTEMBER, 2002

**Sue Manns** and **Colin Wood** outline the findings of follow-up research on public speaking at development control committees, and put forward some first thoughts on 'good practice' guidelines

Over the last decade or so there have been substantial developments in the practice of allowing members of the public to have their say on planning applications, and to make oral representations direct to development control planning committees. This interest has been sparked by a revival in concern for local democracy and accountability, the publicity given in the media to planning matters that arouse public controversy, and the findings and recommendations of the Nolan Committee. More recently, New Labour's 'modernising' agenda, the scope for public speaking as a 'Best Value' indicator, and the publication of the Planning Green Paper, have all fuelled interest in this topic.

The Planning Green Paper also considers the issue of the operation of planning committees, noting at paragraph 5.59, under the heading 'Open Committees' that:

*'Discussions of planning applications by local authority planning committees should, in our view, always be held in public. We look to local authorities to ensure that their new constitutions, which they are bringing forward under the Local Government Act 2000, provide a transparent framework for making decisions on planning applications, as well as other issues. We propose that Best Value inspectors should take the failure of local planning authorities to open up their meetings to public participation into account when considering the performance of local authorities.'*

It is not entirely clear, however, whether 'public participation' means the right to speak, or simply the right to observe proceedings in open session. The Green Paper stops short, moreover, of making public speaking a statutory requirement similar to the obligation imposed on local planning authorities to notify members of the public of planning applications likely to affect their interests, incorporated into legislation in 1991.

### **Planning authorities that allow the public to address committee**

In 1990 only about one in seven planning authorities allowed members of the public to address planning committee on planning applications. By the mid-1990s, Nolan cited findings showing that the number had risen to about one in four. Research that we carried out in 1999 revealed that about half of all authorities allowed public speaking. An update of this survey in 2001 suggests that the number is now close to two in every three.

Our 1999 survey showed that some types of authorities were more likely to allow public speaking than others. The London boroughs and other metropolitan councils were the most likely to allow the public to speak at planning committee, followed by the English unitary authorities. County councils (perhaps because of the nature of the applications they tend to deal with) and the Welsh unitaries were the least likely to allow public speaking.

Analysis of planning authorities by political control revealed that there was very little difference between councils where Labour or Conservative parties were in control, or where they were the largest single party. Those who lived in these areas had a two-in-five chance of being able to speak at committee. However, the chances were almost double this for those who lived in an area where the Liberal Democrats had a strong presence.

### **Variations in practice**

The 1999 survey also revealed significant differences in custom and practice between authorities that allowed public speaking, over matters such as whether or not they required prior notification if someone wanted to address the committee; how long the prior notification was; when, on the agenda, people were allowed to speak; who was allowed to speak; the numbers allowed to speak; and the length of time people were allowed to speak for. The increase in the number of authorities that now permit public speaking at development control committee between 1999 and 2001 indicates that, if anything, the range of practices has widened. This is particularly so with the number of people who can speak, the range of interests that they represent, and how long they can speak for.

Good practice would suggest that planning authorities should indicate, in the publicity material advertising a planning application, the name and contact details of the case officer in the council to whom they should make representations. The publicity material might also indicate whether the application would normally be one dealt with by committee, or by officers under the council's scheme for delegating decisions.

Our 2001 survey findings show that most authorities that allow public speaking required some form of prior notification. This varied from just before the start of the committee (which we do not consider to be 'prior notification' in the strict sense of the phrase) to 14 days in advance of the date of the committee due to consider the application. The norm was between one and three working days. A statutory minimum of three (soon to be five) working days notice is required to let people know what item is to be considered, and where and when.

If third parties do not know what is in the officer's report until it is published – and it may take a few days after publication to find out – there is relatively little time to decide whether or not to seek to speak at the committee. It might be reasonable, therefore, to require no more than one working day's advance notification of the wish to speak to committee, so as to give people sufficient time to view committee papers and see whether any comments they may have made in writing are adequately dealt with in the officer's report.

Where the problem may arise, if fairness and balance is to be maintained, is having time to tell opposing parties that their 'opponent' has given notice to speak. Perhaps there is some merit in simply allowing third parties and applicants to give notice up to half an hour before the start of the meeting. If everyone is put on notice in the publicity material, the onus is then placed on interested parties rather than the council.

Our 1999 survey revealed that only about a fifth of all authorities allowing public speaking permitted the full range of interests to address committee as Nolan recommended. The 2001 update indicates that very many more authorities now allow interests other than just the applicant/agent and objector to speak. Almost four out of five planning authorities that allowed public speaking extended the right to other interests, including members of town and parish councils, civic bodies, amenity societies, and the like. This seems to be a healthy step in the right direction, and more in accordance with what Nolan had in mind.

The greatest variation between authorities that allow members of the public to address the development control committee seems to concern the numbers of speakers (where several people have expressed an interest), and how long they can speak for. The time allowed per speaker in the 2001 survey varied between two and ten minutes, with three minutes per speaker being the norm. Where more than one person wished to speak on the same application the most popular approach seemed to be for groups of people representing one 'side' (objectors or supporters of a proposal), to be asked to join together and appoint a single spokesperson. This took place at about one in five of authorities where speaking was allowed. In the remaining authorities, there was a very wide variation in procedures.

Good practice would seem to suggest a three-minute slot for individual speakers, and for a spokesperson to be nominated to speak on behalf of a group where more than one person wishes to speak. In larger or more contentious applications – for example where the proposal appears to conflict with the development plan and the committee is minded to approve it, or where the committee is minded to take a decision against officers' recommendations – it may be prudent to allow some discretion in the number of speakers who can address committee.

This is where a firm but fair chairperson is important, to avoid unnecessary repetition while, at the same time, enabling people to have their say. A well designed leaflet, clearly setting out the council's policy on public speaking can go a long way to defusing problems, and as long as people are clear about the procedures the committee have adopted, and the committee is seen to be following them, then some variation in practice between authorities may not be an issue. As one respondent observed, 'the key to good practice is not what the public say but the way the councillors deal with what they hear'.

### **Managing the process**

Managing the process of public speaking efficiently is vital, especially where development control teams are under pressure, and under-resourced. The administration side of the process requires an impartial person who is firm, sympathetic, fair, and capable. S/he could run the help desk, be named in the publicity material, keep the running register of notifications to speak, and be there at the committee meeting, calling people forward, holding the stop watch and calling 'time'. If there is a long committee agenda, allowing public speaking without firm (and fair) control reduces the chances of sensible debate. Some additional training for committee members, and especially chairpersons, may be important here.

It should not be forgotten that people who have made representation on an application, and/or have addressed the planning committee on it, would want to know the outcome. Usually the decision will be made at the committee and interested parties will be able to see for themselves how things have gone. But it would be courteous, and good practice, to notify them in writing of the committee's decision, and the reasons for it. Since both refused and approved applications will have to have declared reasons for the decision, it may also be good practice to ensure that the decision notices are accessible on the web, etc.

### **Delegated decisions**

Very many applications never get to committee. Our 2001 survey revealed that authorities also differed significantly in the percentage of applications dealt with by officers under delegated powers. The range varied from 0 per cent to 94 per cent. Most were in the 70 per cents and 80 per cents. If an application is not dealt with at committee, there is no scope for interested parties to make their views on it known directly to their politicians. However, many authorities refer to committee, as a matter of course, applications on which representations have been received and which would have ordinarily fallen to officers to deal with under systems of delegation. This seems to be sound practice.

The question remains, however, under the human rights umbrella, as to whether an objector, or indeed applicant, should be able to have the application in which they have an interest debated in open in a fair hearing.

The Planning Green Paper sought to increase the proportion of delegated decisions from 70 per cent to 90 per cent. Our research suggests that there is no simple, direct correlation between the level of delegation and the speed of decision-making. Some authorities with relatively low rates of delegation have a speedier turn-round than some with high rates. There are very many reasons for high performance, not simply the level of delegation. Resources, other priorities, staff morale, etc. can all influence performance. An important factor is how well the committee and delegation process is managed in the organisation. It would be unfortunate if the scope for members of the public to have their say on planning development proposals was reduced, and doubly so if it was sacrificed for no good purpose.

### **Limited guidance**

It is clear that there has been a rapid growth in the number of local planning authorities allowing speaking at their development control committees since the publication of the Nolan Report in 1997. By 2001, the figure stood at just under two-thirds of local planning authorities, with a further one-sixth indicating that they were actively considering its introduction. However, what is also very clear is that this growth has taken place in the context of limited guidance as to what constitutes 'good practice'.

It is now time for a thorough review of the practice. Clear good practice guidelines need to be produced that can ensure some degree of equity between authorities, while still respecting their rights to administer meetings in accordance with their internal procedures and practices. It has been the main aim of this article to set out first thoughts on what might constitute this good practice.

**Sue Manns** works for Advantage West Midlands. The views expressed in this paper are her own. **Colin Wood** is Subject Leader of Planning in the Birmingham School of Planning and Housing at the University of Central England in Birmingham. The authors would like to thank Richard Cobb, former Head of Development Control, Solihull M.B.C., now a freelance town planner, who commented on an earlier version of this article.

### **Towards good practice in public speaking**

Indicate in the publicity advertising a planning application the name and contact details of the officer dealing with the application, and whether it falls within a category that is normally dealt with by committee or by officers under the authority's scheme of delegated powers.

If the application is to be determined by committee, an indication of where and when the application will be dealt with would also be helpful.

Specify in the publicity material the amount of advance notification your authority needs if they wish to address the committee, and include advice on the 'do's and 'don't's of public speaking.

Take to committee any application that generates opposition, rather than delegating it to officers.

Nominate an administration person for each committee to manage the process.

Indicate clearly what constitute 'material planning considerations' so that potential speakers know what is relevant and what is not. Well designed free leaflets help.

Alert the applicant/agent where there may be opposition, so as to give them the 'right to reply', or put everyone 'on notice'.

Bring any applications that people wish to speak on to the top of the agenda.

Allow all interests to have their say, maintaining fairness and balance.

Make it clear how many people can speak from each side, and for how long. Usually, three minutes per speaker, one for each 'side', is enough. Again, the leaflet can help.

Where there are a number of people representing a particular view, encourage them to nominate a spokesperson to speak on their behalf.

On major applications it may be prudent to let a greater number of individuals/groups to have their say, perhaps at a special meeting solely for that item.

The success of public speaking often depends on the firmness, fairness and diplomacy of the chairperson. Some training may be called for here.

It would be courteous, and good practice, to notify in writing all those who have made representations on an application of the decision, and the reasons for it.



## **Draft procedure for Public Speaking at Planning Committee**

This scheme relates only to members of the public who wish to address the Planning Committee regarding a particular planning application which the Committee will be deciding. It does not apply to applications which are decided by officers, nor does it extend to Planning Committee site visits where the public are not permitted to address the Committee.

### **Who Can Speak?**

Any third party person having an interest in a planning application can register to speak **so long as they have already submitted their comments in writing** to the Planning Officer dealing with the application. No new matters may be introduced at the meeting.

Applicants will not be allowed to speak in support of any application which is recommended for approval unless an objector has registered and is present to speak on that application. Applicants will be allowed to register to speak in support of any application which is recommended for refusal. In such circumstances the Council will endeavour to contact any third parties who have submitted an objection to the application to inform them of their right to speak in reply to the objector but it is anticipated that the majority of the case for refusing such applications will be made by the Director of Planning Services.

Statutory consultees, including Parish Councils, will not be allowed to address the Committee.

Persons who wish to speak must register with the Administrative Services Dept by noon on the Thursday preceding the date of the Planning Committee meeting. Registration can be done either by telephone on 01527 881408 or by email to [d.terry@bromsgrove.gov.uk](mailto:d.terry@bromsgrove.gov.uk). Once you have registered if for some reason you are unable to attend the meeting you should inform the above officer as soon as possible.

Persons wishing to register to speak will need to identify themselves as either the applicant or their agents or as an objector.

Only one person may speak in support and one person against an application. If more than one person wishes to speak either in favour or in objection to an application they will have to decide between themselves who will address the committee. If no agreement can be reached priority will be given to adjoining neighbours to the application site. In exceptional circumstances such as a particularly controversial application, the Chairman may decide that it would be important to hear more than one speaker this is at the Chairman's sole discretion.

## **What Can I Say?**

You should be brief and to the point. Your comments should be factual or opinion but should concentrate on the planning merits of the application which has been submitted and not to other matters. You should limit your comments to those you have already made in writing and should not seek to introduce new information at the meeting. You should present your comments in a calm and courteous manner, any person failing to do so may be prevented from continuing to address the Committee.

The following are examples of matters it would be relevant to talk about:-

- Planning policy,
- Design
- Layout
- Appearance
- Impact on visual or residential amenity
- Impact on trees
- Listed buildings or a conservation area
- Highway safety and traffic.

The following issues are not relevant to the planning application and therefore it would not be appropriate to talk about them:-

- Boundary or access disputes
- Effect on property values
- Loss of a view or the personality or
- Motives of the developer

You will not be allowed to use photographs, visual aids or other material to illustrate your presentation nor will you be allowed to distribute such material at the meeting. If you wish to submit such material you should do so as part of any written comments you make on the application.

## **What happens when the application is discussed?**

The Planning Officer will give his/her report which will introduce the application and give any updated information.

An objector is allowed to speak.

The applicant or their agent is allowed to speak

Both applicants and objectors each will be allowed to speak for a **maximum of three minutes**. Your speech will be timed and the Chairman will give you a warning after two minutes that you have a minute left. The three minute limit will be strictly applied. The Chairman will invite speakers to move forward from the Public Gallery in order to address the committee. You will be asked to use one of the microphones so that the Councillors can hear what you have to say. You should be aware that the meeting will be recorded on tape. You will be asked to return to your seat once you have spoken.

You may not ask questions of the Councillors, Planning Officer, applicant or objectors.

The members will then debate the application and they may ask questions or seek clarification from the officers. The Councillors will vote in favour of allowing or refusing it. On some occasions they may defer their decision to allow the members to visit the site, for additional information or other reasons, if this is the case the application will be considered at the next meeting of the Committee. If an application is deferred and speakers were heard at the first meeting no further opportunity will be given for speaking at any subsequent meeting.

### ***Advising Third Parties Of Their Right To Speak***

Third parties will be advised of their right to speak at the Planning Committee when letters are sent to them notifying them of the receipt of a planning application and when site notices are posted. There will be a further reminder of this right in the acknowledgement letter sent out to everyone who submits a written representation.

However, if you register to speak and the application you wish to speak on will be dealt with by officers rather than by the Planning Committee you will be advised as soon as possible. You may wish to speak to the Planning Officer about how the application will be determined. You may also wish to speak to your ward Councillor. Ward Councillors have the ability to request that an application which would normally be determined by officers under delegated powers should be referred to the Planning Committee.

Many applications are determined under powers delegated to the Director of Planning Services and his staff. Such applications are not reported to the Planning Committee and third parties and applicants will not have the ability to address the Committee on those applications. If you want to know if a particular application will be considered by the Committee you should speak to the Planning officer who is handling that application.

The Planning Officer will notify the applicant or his representative either in writing or by telephone of any third party requests to speak at Committee and his 'right of reply' if no other supporters wish to speak.

**BROMSGROVE DISTRICT COUNCIL**

**EXECUTIVE CABINET**

**28TH SEPTEMBER 2005**

**TOWARDS A CLEAN, SAFE AND ATTRACTIVE  
BROMSGROVE**

**A STRATEGY FOR THE DELIVERY OF SERVICES FROM THE STREET SCENE  
AND WASTE MANAGEMENT SECTION**

Responsible Portfolio Holder	Councillor B. J. Fuller C.B.E.,Q.F.S.M.
Responsible Head of Service	John Parkinson, Interim Head of Street Scene and Waste Management Services

**1. SUMMARY**

- 1.1 The purpose of this report is to introduce "Towards a Clean, Safe and Attractive Bromsgrove" as a strategy for improving the services delivered by the Street Scene and Waste Management Section as they are delivered from the Depot.

**2. RECOMMENDATION**

- 2.1 It is recommended that:
- Cabinet endorse the proposals contained within the strategy and refer the document to the Health and Leisure Scrutiny Committee for consideration and comment;
  - The strategy forms the basis of a public consultation exercise to assist the Council in understanding its community's needs and in setting its priorities for environmental improvement;
  - The additional resource implications of the strategy are considered as part of the Medium Term Financial Plan.

**3. BACKGROUND**

- 3.1 In considering this strategy Members are asked to be aware that it has been written specifically for the services delivered by the Depot and only addresses the wider implications of the corporate body in general terms. The strategy discusses wide ranging issues but relates specifically to:
- Street Cleansing;
  - Grounds Maintenance;
  - Refuse and Recycling Collection;
  - Commercial Services;
  - Mechanics;
  - Waste Education; and
  - Legislation as it affects those services
- 3.2 The strategy for the Depot is written with the aim of meeting the Council's primary objective "**To provide a Clean, Safe and Attractive Environment**". It relates in principle to the services provided from the Depot and provides a platform for the wider improvement of the street scene of Bromsgrove. It is written with the key aim of the strategy is raise the standing of Bromsgrove District Council from "Poor" to "Excellent" with performance indicators comparable with the top quartile of high performing authorities.

- 3.3 The strategy considers the recent history of the Depot, where we are now and where we want to be. It addresses each service and makes proposals towards sustainable improvement in the way in which they are delivered. It discusses in detail each service area and considers the improvements needed, and how those improvements can be achieved and sustained. It sets targets for each service area to achieve and maintain and highlights the risks associated with each service. Perhaps most importantly it identifies the resources needed in human, physical and financial terms, to achieve the sustained improvements.
- 3.4 A further purpose of the strategy is to bring to the fore the capability to establish long term financial planning, both in terms of revenue and capital.
- 3.5 The Council has recognised the services delivered by the Depot as a key indicator in its Recovery Plan and recent interventions have made significant improvements:
- The roll out of the refuse collection is now complete and Bromsgrove is seen by the County Council as a lead authority on waste collection systems;
  - The new recycling and green waste service is delivering excellent results with Bromsgrove having the highest collection rates in the County;
  - Grass cutting is now preceded by litter picking and cut over a fortnightly cycle;
  - Urban areas are being systematically targeted for intensive street cleansing
  - Commercial services are now operating as a business and dealing with customers that have an agreement with the Council.

There is however a long way to go, hence the purpose of this strategy.

- 3.6 It is proposed that the strategy forms the basis of a detailed public consultation exercise to help the Council understand public aspirations and what they are willing to pay for the services we deliver. In general terms the only consultation that has taken place is with officers and members from Bromsgrove DC, the Highways Partnership Unit and the County Council. The strategy does however acknowledge that there is a need to engage in a public consultation exercise. It is this exercise that will ultimately shape the way in which services will be delivered.
- 3.7 It is not proposed to outsource these services at this time but this is an issue the Council may wish to consider for the future.
- 3.8 Affordability will be an issue. The Council is operating its Street Scene service from a very low budget base for a District of this size and nature. The strategy considers significant growth, particularly in the street cleansing area. It also makes proposals towards new services, providing some services free of charge at the point of delivery and major changes to the way in which we will deliver others. Each proposal is costed in detail within the strategy.
- 3.9 Members are asked to note that the evaluation of the commercial viability of the taxi testing and MOT services provided by the Transport Management Section has not been completed in time for consideration by Cabinet. This information will however will be available for consideration by the Health and Leisure Scrutiny Committee.

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

- 4.1 The detailed financial implications are shown in the body of the strategy.

#### **5. Personnel Implications**

- 5.1 The detailed personnel implications are shown in the body of the strategy.

## **6. Legal Implications**

6.1 The detailed legal implications are shown in the body of the strategy.

### **Background Papers**

The County Council Waste Strategy

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Bromsgrove District Council

# Towards a Clean, Safe and Attractive Bromsgrove

A Strategy for the Effective Delivery  
Of  
Street Scene Services

<b>Section</b>	<b>Contents</b>	<b>Page</b>
<b>Part 1</b>	<b>Introduction</b>	
1	Introduction	1-4
2	Background	4-6
3	Where are We Now	6-7
4	Where Do Want To Be	7-8
<b>Part 2</b>	<b>Depot Services</b>	
5	Services Provide	8
6	Street Cleansing	8-14
7	Community Pride	14-17
8	Grounds Maintenance	18-21
9	Refuse Collection	21-24
10	Bulky Household Waste	24-26
11	Nappy Collection Service	26-27
12	Recycling	27-30
13	Transport Management	30-32
14	Business Support Services	33-34
15	Waste Minimisation	34-35
16	Furniture and WEEE Products	35-36
<b>Part 3</b>	<b>Future Programmes</b>	
17	Commercial Services	36-40
18	Operational management Structure	40-42
19	Concurrent Functions and Area Based Services	42-43
20	Consultation	43
21	Clean Neighbourhoods and Environment Act	43-44
22	The Crime and Disorder Act Section 17	44
23	Review of the Strategy and Future Appraisal Options	44
<b>Part 4</b>	<b>Corporate Implications</b>	
24	Financial Implications	45-46
25	Personnel Implications	46-47
26	Legal Implications	47
27	Performance Management	47
28	Glossary Of Terms	48-50
Appendices	Existing and Proposed Costs	51-52
	Organisation Structure	53



## **PART I. INTRODUCTION**

1.1 This strategy is written with the aim of meeting the Council's vision:

**“Bromsgrove District will be an attractive, clean, healthy, safe and prosperous District where an improving quality of life is enjoyed by all,”**

And the primary objectives of:

**“To provide a Clean, Safe and Attractive Environment”.**

**“To protect and improve our environment and promote sustainable communities”**

The strategy discusses wide ranging issues but relates specifically to:

- Street Cleansing;
  - Grounds Maintenance;
  - Refuse and Recycling Collection;
  - Commercial Services;
  - Transport Management;
  - Waste Education;
  - Business Support; and
  - Legislation as it affects those services
- 1.2 Bromsgrove District Council delivers these services to a population of 87,837 (national census 2001) people and 37,647 households (Council Tax Register).
- 1.3 The services provided by the Depot are one of the Council's highest priorities for improvement and are seen as a key element of its Recovery Plan.
- 1.4 The proposals in this strategy provide a basis for a sustainable improvement in the services provided by the depot. Whilst each section is discussed separately, each service should be seen as an integral part of the Direct Services Organisation (DSO). Each service has its own level of importance and priority to the Council and the community and is highly visible.
- 1.5 We will deliver economic, efficient and effective services based on sound benchmarking information. We will embrace those services delivered by partner agencies that have an effect on the environment and a direct impact on the street scene.
- 1.6 We recognise the importance of understanding where the priorities of the public lie and what their expectations are. We will therefore undertake a full consultation process as part of the proposals of this strategy.
- 1.7 In the delivery of this strategy we will also take account of:
- The Corporate Plan;
  - The Council's Recovery Plan;
  - The Council's Performance Plan
  - The Community Plan
  - The Clean Neighbourhoods and Environment Act 2005;

- The Joint Municipal Waste Management Strategy For Herefordshire and Worcestershire;
  - Best Value reviews
  - Audit Commission inspections
  - The Environmental Protection Act Code of Practice for Street Cleansing
  - Best practice and the cleaner, greener, safer agenda.
- 1.8 We will ensure that Bromsgrove is comparable with top performing authorities by providing and utilising effective and efficient resources to meet the needs of a progressive Council.
- 1.9 The demise of the Rover plant at Longbridge has the potential to have a significant and detrimental impact on the economy of Bromsgrove. Significant efforts will need to be invested in the regeneration process. An attractive and clean environment will play an important role in attracting new business to the area. An aim of the strategy is to assist in attracting new businesses and assisting in sustaining existing businesses in Bromsgrove.
- 1.10 The strategy will create, by the provision of proactive services, sustainable employment opportunities within the confines of the Street Scene agenda, thereby supporting the social, environmental and economic drivers for the District Council.
- 1.11 We will bring financial stability to the service by having an identified staffing establishment and long term financial planning. We will provide value for money services focussed on improvement and community pride. We will be receptive to local consultation with the community, Parish Councils and environmental groups.
- 1.12 This document is written with the primary aim of providing services to make the Council's street scene comparable with high performing Councils. It is however acknowledged that the principal options may have capital and revenue budget figures that are currently unaffordable. In order to determine the best practicable option we will consider implementing the full strategy, the strategic options or a combination of both. We will also consider its phased implementation over time.

### **Risk and Risk Management**

- 1.13 There are inherent risks in the delivery of any service, particularly where we have a statutory duty. If this strategy is not adopted and significant improvements are not made at the Depot in terms of resource and capacity the Council runs the risk of exposure, in some cases to legal challenge, rising complaints and loss of reputation. Whilst improvements have been made in the way the depot delivers its services they must be sustainable. Therefore Bromsgrove Distinct Council must ensure its operations are adequately resourced to mitigate these risks.
- 1.14 We have throughout each service area identified the risks of not improving that service. In delivering these services in whatever format, we will assess the scale of risk and its likelihood of occurrence and identify measures to address it.

## Summary of Aims

1.15 The ten aims of the strategy are summarised as:

- To provide a cleaner, safer and more attractive neighbourhood;
- To ensure the delivery of economic, efficient and effective services;
- To assist in attracting new businesses whilst seeking to assist in sustaining existing businesses in Bromsgrove;
- To bring financial stability to the service through proposals for an identified staffing establishment and long term financial planning;
- To provide services focussed on improvement and community pride;
- To design and deliver services comparable with the best performing Councils;
- To develop the concept of area based services;
- To have consistently high levels of customer satisfaction;
- To prioritise resources to address what matters to local people;
- To raise the profile of services;

## Conclusion

1.16 The Depot is coming from a long way back but without doubt there is a great deal of commitment and enthusiasm for taking it forward at every level, political, corporate and employee. The Depot is seen as an integral part of the Council and a prime deliverer of fundamental services to the community and is one of its highest priorities. This strategy aims to build on that and sets out a programme that will take the Council out of the “failing” category to that of being a leading authority on the way it delivers its street scene services.

1.17 The strategy will involve other agencies that have any form of effect on the environment, environmental crime, leisure, anti-social behaviour, environmental safety et al. We will be a provider of cleaner and safer neighbourhood through partnership working and proactive services. We will develop an environmental awareness and education strategy aimed at bringing the public’s responsibilities to their attention and identifying those activities the Council needs to be involved in to promote these issues. We will focus on the issues of waste, recycling, energy, environmental awareness and responsibility and the role the Council should play in these matters.

1.18 The Gershon report requires that Councils nationally must make efficiency savings of 2.5% between 2005 and 2008. The implementation of this strategy will show an increase in costs in the first year and efficiencies will be shown in improved outcomes to the community. Some of the efficiencies will be in terms of outputs by implementing the Modernisation Agreement and the move to co-mingled collection of recyclate. The strategy recommends that a review of performance is taken 2 years after its implementation. It is at this point that the overall efficiencies will be reviewed.

1.19 Words on paper however will not deliver anything. If the Council is serious about embarking on a journey of continuous improvement it must invest in those services that matter. Strategies mean nothing, action is what matters and that the community receive their weekly collection, their streets are clean and safe and they can live without the fear of crime. This strategy seeks to deliver that.

- 1.20 This strategy is written with the primary aim of improving services as they are delivered from the Depot. Under the Council's restructuring the depot forms a part of the new Street Scene and Waste Management division. This division brings together a number of service areas. It will almost certainly be the case that this division will be restructured once the new Head of Service is in place. The direct services delivered by the depot are discrete and will not be affected by a further restructure outside of this strategy. There are however aspects of the Depot that may have the benefit of economies of scale. The proposed Business Support Unit and Community Pride teams may have some similarities and could benefit through the combination of services such as other administrative services and the Community Safety Wardens. This strategy takes no account of this likelihood and concentrates on what is needed to improve the services provided by the Depot.

## **Background**

- 2.1 Bromsgrove District Council is in Voluntary Engagement and has been classified as a poor Council. It has a poor track record of delivering change and service improvement. Successive inspections and reviews of the services provided by the Depot, including a Best Value Review, have not been acted upon attracting criticism from inspectors. Further, the resources committed to the Depot were inadequate to sustain any change agenda.
- 2.2 The Depot has suffered over the last 10 years from significant underinvestment. Whilst the Council has invested heavily in its refuse and recycling fleet through grant funding, other elements of the fleet are outdated and in need of urgent replacement. Operational practices have not been reviewed and in general standards are well below where a progressive and high performing Council should be.
- 2.3 No account has been taken of residential growth in the District over a considerable period of time with an expectation that it will be absorbed within existing resources.
- 2.4 Services at the Depot have been exposed to competition in the past with the in-house bid being the successful tenderer. The operation of this contract is unclear although it would appear that it was operated successfully for a short period of time. The decision was then taken that the Council could not have a contract with itself and the contract was scrapped but the specification remained in place and determined the standards that had to be achieved, but which have not been maintained across all services.
- 2.5 Performance management has been non-existent and staff have not had the opportunity of appraisals. Training has been extremely limited and therefore the decision-making process has often been flawed; problem solving has in some cases been extremely weak. Communications with the Depot have been poor with team meetings and briefings lacking. The upshot of this has been low morale and a feeling of isolation.

- 2.6 Sickness and absence have been high with very little evidence of any form of monitoring or control. Holiday entitlement has not been managed and as a consequence there has been a glut of holiday applications at the end of the financial year. The combined effect of this has been the need to engage agency staff and a detrimental affect on budgets. The staff employed on other services such as grounds maintenance and in particular street cleansing have been seen as a resource available to supplement the refuse collection service, to the detriment of their services and standards. The collective affect has been the achievement of very low environmental standards and street cleansing schedules falling into disuse.
- 2.7 In general terms the overall past management and leadership from the most senior positions of the Council relating to the Depot have been found wanting. Forward planning and the application of problem solving skills were limited, as was the understanding of customer care. Inconsistent decision-making relating to Council policies has led to conflict and contradictions so far as the customer is concerned and weakened the ability of managers to manage. Contributory to this is the fact that management turnover and replacement has not been robust. Replacements have lacked the fundamental knowledge of the service or the leadership skills. Individuals have been promoted to levels beyond their level of competence and have suffered a serious lack of support from the executive. Alignment to corporate goals has therefore been by coincidence rather than design.
- 2.8 In the recent Audit Commission inspection of the Waste Management Service the Council were scored as being a “Fair Service with uncertain prospects for improvement”. The inspection acknowledged the investments in refuse and recycling and that the service as good, but the inspectors criticised the street cleansing standards as being poor. The report also criticised the lack of forward planning even though the Council has a robust Recovery Plan. The comprehensive lack of service planning aligned to the lack of a performance management framework was also contributory to this score.
- 2.9 Budget management is improving at the Depot but has been poor in the past. The emphasis and priority given to the Depot has raised the profile and importance of effective budgetary systems that are now in the process of being implemented.
- 2.10 The capital programme for the Depot is well below where it should be. A well-managed fleet is fundamental to the delivery of effective services. With the exception of the refuse fleet, the majority of the fleet is old and looks shabby and represents a very poor image of the Council. Whilst the life expectancy of the fleet is known at the time of purchase the Council has failed to schedule a robust renewals programme. The current capital programme will exacerbate this problem. An associated albeit a lesser problem is that vehicles do not carry a corporate livery and are not used for corporate messages.
- 2.11 The initial introduction of the revised refuse collection service was poorly planned and the rollout chaotic, creating a huge amount of complaints from the public. Agreements reached with the trade unions were not implemented and represent a problem in securing the correct staffing levels. The service was eventually stopped and a review ordered. Secondments were made from within the Council with a remit to manage the waste collection service and plan its roll out.

- 2.12 The Council introduced the new recycling service over the financial year 2004/5. Whilst its introduction went comparatively well and has been very successful, its operation and development have not been so successful. This has been mainly due to the underestimation in the data available relating to participation, quantities of recyclate and the resources required for collecting the material. This resulted in a shortfall in collection vehicles. The only short-term fix was to purchase second hand vehicles and employ agency staff as crew. The second-hand vehicles have proved invaluable in maintaining a collection system.
- 2.13 There has been a significant reliance on agency staff at the Depot to cover for shortfalls in staffing through sickness/absence aligned with poor resource and recruitment planning. The majority of the recycling rounds and the Depot's Call Centre have been fully staffed and operated by agency staff, however the costs have been higher than those that would have been incurred if the Council had recruited its own employees.
- 2.14 Whilst Single Status was introduced in 1997 it has not been addressed at the Depot, although it could be argued that the Modernisation agreement represents a "local agreement". Although the recycling crews operate the same, 40-hour, four-day week, the local agreement only affects the refuse collection crews. The terms and conditions of the remaining employees at the Depot have not been addressed.
- 2.15 Overall the service has been corporately mismanaged for many years with little evidence of improvement or change. The services are under-resourced and have been allowed to follow an indeterminate path. As a consequence there is a feeling that the Depot has been an appendage to the Council and not a part of the corporate fold.

### **3. Where Are We Now**

- 3.1 There is a corporate recognition of the importance of the services delivered by the Depot and significant resources have been made available to establish an improvement. The services delivered by the Depot are seen as a key indicator of improvement in the Council's Recovery Plan and one of the elements by which it will be judged.
- 3.2 A revamped management team, including Interim Managers and consultants have been tasked with "turning the Depot round" and have developed a platform for improvement which has included:
- The introduction of team briefing;
  - Service plans produced providing a basis for a performance management culture to be developed;
  - Sickness absence monitoring;
  - Holiday entitlement controls being introduced;
  - The use of Agency staff has been reviewed;
  - Staff training has been introduced;
  - Service delivery has improved;

- 3.3 Processes have been put in place to ensure effective management of holiday entitlements to mitigate the risk of a glut of holidays at the end of the financial year.
- 3.4 We are in the process of developing a ten-year capital programme that will give the Council the opportunity for the first time to plan into the foreseeable future a vehicle and plant replacement programme.
- 3.5 Street Cleansing and grounds maintenance standards have been significantly improved and the District is becoming an attractive place in which to work and live. All residential areas are being targeted for a programme of improvement by the street cleansing crews. Grass cutting is now being done on a fortnightly basis preceded by litter picking. The net effect of this joint effort is a cleaner and tidier environment.
- 3.6 In the last two years the Council has drawn down a very significant amount of funding to introduce the revised refuse collection service. This is technologically the most advanced collection service in England. The Council has taken the major step of moving to an alternate weekly collection and given the majority of its residents the opportunity to recycle and compost, giving rise to the highest recycling rate in the County and potentially top quartile nationally.
- 3.7 The fleet is brand new and disposal is through a new waste transfer station, which extends their working life by approximately 50%. The County Council views this service as an example of best practice to be replicated across the County. The vehicle suppliers also see Bromsgrove District Council as a leading reference site in the UK for this type of service.
- 3.8 The Audit Commission inspection of Waste Management scored us as being “a fair service with uncertain prospects for improvement”. The key points of the inspection have had actions placed against them and we now have service plans in place, which will provide the basis for a robust forward plan and performance management. We have set local performance indicators for the first time and the Cabinet has commissioned the writing of this strategy as its clear intention for improvement.
- 3.9 The scale of improvement outlined in the foregoing paragraphs can only be seen as a major achievement and a step change in service delivery.

#### **4. Where Do We Want to Be**

- 4.1 We want to provide excellent services comparable with the highest performing authorities. We want to provide services that provide value for money and deliver what matters to the community.
- 4.2 We want to have effective long term financial planning and budget stability. We want to ensure that in all we do we are compliant with current legislation and the direction of travel is commensurate with corporate goals.
- 4.3 We want to be properly resourced at all levels and supported by Members and officers. We want this support to be demonstrated in clear policies and robust management systems.

- 4.4 We want this strategy to provide the platform for the Council to improve across all of its Street Scene Services whether the Depot delivers them or not. It will be for others to assess their needs to and align with the improvement agenda for the depot.
- 4.5 Alignment with corporate goals and aspirations will be the norm for the depot. We will strive for perfection and settle for excellence.

## **PART 2 DEPOT SERVICES**

### **5. SERVICES PROVIDED**

- 5.1 The services provided by the Depot are:
- Street Cleansing
  - Refuse Collection
  - Recycling Collection
  - Grounds maintenance
  - Fly tipping, graffiti removal and collection of abandoned vehicles;
  - Bulky household waste collection
  - Transport management
  - Highways services
- 5.2 The resources required to deliver these services are;
- Approved gross expenditure budget 2005/06 £3.9m including capital charges;
  - 124 direct employees including management, supervision and business support

### **6. STREET CLEANSING**

- 6.1 The District Council is a Principle Litter Authority and responsible for maintaining street cleansing standards as defined in the Environmental Protection Act 1990 (EPA) Code of Practice for Street Cleansing. The Council maintains land under its own area of responsibility and provides services to the Highways Authority and the Bromsgrove District Housing Trust. In total it maintains over 1,050 kilometres of highway and 70 hectares of public open space.
- 6.2 Street cleansing standards have fallen significantly below those in the EPA Code of Practice and have continued to decline over the recent past according to the measures described in the government's Best Value Performance Indicator (BVPI) 199. Bromsgrove has a current BVPI score of 36%, which is in the bottom quartile when compared with other authorities. 36% relates to the percentage of streets assessed as being unsatisfactory (the lower the score the better the standard, 36% is very poor) giving rise to a constant source of complaint from the public. The dissatisfaction rates are being evidenced by the responses to the Quick Poll posted on the Council's web site.
- 6.3 The service has suffered from significant under-investment over time. Its plant and equipment are dated, perform poorly and is not commensurate with the size of the District. It will take time to raise the standards in the District and significant short and long term investment in appropriate plant and staffing.



- 6.4 The first stage of the strategy, which has already started, will be to get the District clean. The second phase will be to implement a sustained improvement and give local communities the opportunity to influence and shape service delivery.
- 6.5 The operational processes in this strategy are set to meet or improve on the standards defined in the Environmental Protection Act Code of Practice. The proposal therefore for street cleansing is as follows:
- High amenity areas such as shopping parades and town centres: daily cleanse consisting of a litter pick and pedestrian driven mechanical sweep;
  - Urban areas: fortnightly litter pick and four weekly mechanical channel and footpath sweep
  - Rural roads (dependent upon location): litter pick and mechanical sweep quarterly, half annually or annually although litter picking may be done more frequently

### **Street Cleansing High Amenity Areas**

- 6.6 High amenity areas for the purposes of this strategy are defined as town centres, shopping parades and public open space having a heavy footfall such as those areas of the highway abutting schools. As well as the town centres we have responsibility for maintaining 27 shopping parades and the frontage of 38 schools. It should be acknowledged that these centres, in particular Bromsgrove town centre, are the commercial hubs of the District. Their cleanliness and overall appearance send clear messages to the public and business communities. They should therefore be the flagships of the Council.
- 6.7 Daily in this instance means every day of the year including Bank Holidays except Christmas and the New Year, and cleansing will include the emptying of litterbins. The costs associated with the additional hours are shown within the financial implications.

### **Street Cleansing Residential Areas**

- 6.8 If it is accepted that the town centres are the commercial hubs of the District, then residential areas should be seen as the focus for developing community pride. The Council is responsible for maintaining in the order of 600 kilometres of roads and associated footpaths in high-density residential areas.
- 6.9 The level of resource employed on this service is physically incapable of delivering the standards required by the EPA Code of Practice or improving on the declining BVPI 199. The 2 “mini” sweepers are working well beyond their effective life and should have been replaced two years ago. Provision for the replacement of the two vehicles has been made in the Council’s capital programme for 2005/06.
- 6.10 Whilst the frequencies will be influenced and may change over time as the concept of area-based services is developed, residential estates will have, as a minimum:
- Channels mechanically swept on a four weekly cycle;

- Footpaths mechanically swept at the same frequency; and
- Litter picked on fortnightly basis.

### Comparative Benchmark Costs

6.11 The average comparative benchmark cost of street cleansing is **£10.40** per head of population (supplied by the PSnet). If Bromsgrove were to equate its spend at this level, based on a 87,837 resident population, its budget would be approximately £913,500 per annum. The current budget for the service is £627,000 including capital charges, leaving a benchmark gap of £286,500. The budget for the proposed service level is £859,000 which reduces the gap to £54,500 and equates to spending at **£9.78** per head of population. It is the widely held view of the Members of the PSnet that the figure of £10.40 is insufficient to meet the EPA Code of Practice and the actual figure used to calculate the budget should be somewhere between £14 and £15 per head of population. If the lower of these two costs were used the Council would be setting an annual budget of £1.26m for street cleansing.

6.12 The PSnet benchmark comprises labour costs at an average 63% of budget, the rest comprising 21% for vehicles and plant and 6% service staff. The remaining figures are made of central establishment costs and other charges. In monetary terms using the benchmark costs (@ £10.40 per head of population) this would equate to budgets of:

Labour	£575,500
V&P	£191,800
Other costs	<u>£146,200</u>
Total	£913,500

At the higher rate of £14 per head of population:

Labour	£793,800
V&P	£264,600
Other Costs	<u>£210,000</u>
Total	£1,260,000

### Weed Treatment

6.13 A weed is simply a plant in the wrong place. Weed growth in the highway and footpaths detracts from the visual impact of a clean and tidy environment. Weed treatment on the highway is a function of the Highway Authority, Worcestershire County Council. Weeds tend to grow at the base of street furniture e.g. lamp columns, signposts, wall bottoms etc. Whilst regular sweeping and street cleansing will restrict weed growth, annual weed treatment is the most effective way of suppressing their growth. It also has the benefit of limiting the possibility of trip hazards and damage to footway.

6.14 Weed treatment on the highway is not the responsibility of BDC, although it could opt to fund this process if it so chose. Negotiations will therefore be opened with WCC as the Highway Authority to secure their commitment to programming this work into their annual plan.

## Water Course Management

6.15 This strategy is written with the aim of providing a clean, safe and attractive District in which live and work. There are a number of watercourses running through the District and one in particular that runs through the town centre, the Spadesborne Brook. Others meander through public open space. All watercourses add to the environment and provide a natural habitat for wildlife. They also have the potential to contribute significantly to the visual amenity of the District. Watercourse management requires a high level of knowledge to ensure the balance between visual amenity, natural habitat and flood control. The watercourses referred to here do not meet the aspirations of a clean and attractive environment. They are overgrown and heavily littered but offer good flood defence; there is some doubt as the quality of the habitat in some stretches of the courses. Whilst it is outside the remit of this strategy it is recommended that a strategy is prepared for the maintenance of water courses throughout the District.

## Net Resource Requirements for Street Cleansing

6.16 The resources required to meet the street cleansing standards have been calculated on information contained on the Council's GIS system and industry standard timings applied. The programming of work has also been based on a 37-hour week to comply with Single Status and the Working Time Directive.

6.17 The resource requirement is therefore:

<b>Existing</b>		<b>Proposed</b>		
<b>Plant</b>	<b>Qty</b>	<b>Plant</b>	<b>Qty</b>	<b>Additional Req.</b>
Large Mechanical Sweepers	2	Large Mechanical Sweepers	3	1
Mini Sweepers	2	Mini Sweepers	5	3
Pedestrian Controlled Mechanical Sweepers	0	Pedestrian Controlled Mechanical Sweepers	5	5
Transit type Pick-ups	2	Transit type Pick-ups	8	6
Sherpa Vans	2	Sherpa Vans	0	0
Trailers	0	Trailers	4	4
<b>TOTAL</b>	<b>8</b>		<b>25</b>	<b>17</b>
<b>Labour</b>		<b>Labour</b>		
Class 2 Drivers	2	Class 2 Drivers	2	0
Mini Sweeper Drivers	2	Mini Sweeper Drivers	4	2
Rounds 28 & 29 Driver/Sweepers	2	Driver/Sweepers	8	1
Dog Bins Driver/Sweepers	2	Incorporated above		0
BDHT Driver/Sweepers	1	Incorporated above		0
BDHT Sweepers	2	Incorporated above		0
Town Centre Sweepers	3	Sweepers/Litter Pickers	16	13
<b>TOTAL</b>	<b>14</b>		<b>30</b>	<b>16</b>

<b>Existing Budget</b>	<b>£'000</b>	<b>Proposed Budget</b>	<b>£'000</b>	<b>Additional Costs £'000</b>
<b>REVENUE</b>		<b>REVENUE</b>		
Revenue – Labour	359	Revenue – Labour	562	203
Revenue – Vehicles	66	Revenue – Vehicles	61	-5
Revenue – Overheads	112	Revenue – Overheads	146	34
Revenue – Capital charges	90	Revenue – Capital charges	90	-
<b>TOTAL REVENUE</b>	<b>627</b>	<b>TOTAL REVENUE</b>	<b>859</b>	<b>232</b>
<b>CAPITAL EXPENDITURE</b>		<b>CAPITAL EXPENDITURE</b>		
• <b>New Purchase</b>	120	• <b>New Purchase</b>	568	448
		• <b>Replacement</b>	80	80
<b>TOTAL CAPITAL</b>	<b>120</b>	<b>TOTAL CAPITAL</b>	<b>648</b>	<b>528</b>

- 6.18 BDC currently has two large mechanical sweepers, both due for replacement in the next three years. We will retain one of these vehicles as a contingency. The capital programme for 2005/06 has made allowance for the procurement of two mini sweepers. Funding is therefore required for the acquisition of a further three at an estimated cost of £150,000. Similarly allowance has been made for the acquisition of one pedestrian controlled mechanical sweeper. Funding is required for the other four estimated at £60,000.
- 6.19 The current capital programme for 2005/06 will permit the acquisition of two “mini” sweepers and one pedestrian controlled mechanical sweeper for the town centre.
- 6.20 In order to prove VFM the Council will set up a regular review of services and compare them against benchmarks from high performing authorities. The first review will take place 2 years after the implementation of this strategy.

### **Operational Practices**

- 6.21 The operational practices will be based on the four areas as defined by the refuse collection days. We will therefore have four teams operating in urban areas. Each team will comprise:
- One driver/sweeper
  - Litter picker/sweepers
  - One mini sweeper and driver
  - One large mechanical sweeper and driver shared with across one other operational area.

The resource requirement for the high amenity areas will be:

- Bromsgrove town centre:  
One purpose designed pedestrian controlled mechanical sweeper;  
One operator seven days per week supported by a further operator emptying litterbins on a patrol basis
- Hagley and Rubery town centres:  
One purpose designed pedestrian controlled mechanical sweeper;  
One driver/operator seven days per week supported by a further operator Emptying litterbins  
Vehicle and trailer
- The remaining high amenity areas:  
Two purpose designed pedestrian controlled mechanical sweeper;  
Two driver/operators seven days per week supported by a further two operators Emptying litterbins  
Two vehicles and trailers

## Targets

6.22 The targets proposed for street cleansing are:

- To have fully implemented this strategy for street cleansing by April 2007
- BVPI 199 will have a measure of 12% or lower (currently 36%, the lower the score the better the standards) by April 2008;
- Customer satisfaction levels will be comparable with high performing Councils by April 2007. <sup>1</sup>

<sup>1</sup> Customer satisfaction levels are being assessed during the autumn of 2005, the outcome of which will be utilised to set an improvement target.

## Risks

6.23 As a Principal Litter Authority the Council has a duty, prescribed in the Environmental Protection Act 1990, to ensure its land is, so far as is reasonably practicable, kept clean. In determining the standards the Council must have due regard to the character and use of the land, highway or road. Failure to maintain the District in accordance with the EPA will expose the District Council to challenge and potential fines upon conviction. The existing resource level is not capable of meeting and sustaining the standards required within the EPA Code of Practice. Failure to invest in these services will have a negative impact on the Council's recovery process.

6.24 This strategy stresses the importance and value of a clean and attractive District. The risks associated with the converse of this view are the likelihood of high dissatisfaction rates from the community and, perhaps more importantly, a lack of interest from investors in locating or relocating within Bromsgrove. The Council can mitigate these risks by investing in the services.

6.25 It is important to acknowledge that as new housing developments come on line there will be a commensurate growth in service requirement for street cleansing. If standards are to be maintained growth needs to be formally acknowledged in budgetary terms as part of the annual review of services.

## Service Cost per Household

6.26 Costs are based on 37,647 households

	<b>Existing Costs £'000s</b>	<b>Cost per Household £</b>	<b>Proposed Costs £'000s</b>	<b>Cost per Household £</b>
Revenue	627	16.65	859	22.82
Capital	120	3.18	648	17.21

## Community Pride

- 7.1 The implications of the Clean Neighbourhoods and Environment Act 2005 require a proactive approach to enforcement, awareness raising and education in respect of the environment and individual responsibilities. The resource does not currently exist to deliver this level of service.
- 7.2 In order to deliver the Clean Neighbourhoods and Environment Act 2005 we will create a new team of Community Pride Wardens trained and empowered to enforce the Act. They will be the Council's environmental ambassadors, capable of representing the Council at public meetings, one to one meetings, and at community level. As well as the enforcement role their role will be to meet with communities and assist in the development of local services to meet local need.
- 7.3 We will develop area based service delivery based on the household waste collection areas. Delivery of this new service will require four Community Pride Wardens, one per area, and one Senior Community Pride Warden.
- 7.4 A role for the Community Pride Wardens will be to develop mechanisms to enable a wider debate on environmental issues and to liaise with Parish Councils.
- 7.5 Fly tipping, graffiti and abandoned vehicles (AVs) are recognised as having a detrimental affect on the street scene environment. They also constitute environmental crimes. We will actively seek to enforce against these crimes and secure prosecutions.
- 7.6 The Depot has a dedicated resource for the clearance of fly tipping but graffiti removal is dealt with as an add-on to existing services and is not budgeted for. In the last financial year, 2004/05, the Depot dealt with:
- 254 instances of fly tipping;
  - 6 Instances of graffiti;
  - 228 requests to attend abandoned vehicles resulting in 138 removals.
- 7.7 There have been no prosecutions arising from the foregoing numbers of incidents.
- 7.8 The Council's Community Safety, Administrative Services and Environmental Services teams all deal with fly posting and graffiti as well as the Depot. The foregoing listing represents the work done by the Depot services but it is strongly recommended that they be provided from a single department, i.e. the Depot.

- 7.9 We will actively engage our community in tackling environmental crime and install a dedicated telephone “hotline” specifically for reporting fly tipping, graffiti abandoned vehicles and any other environmental crimes. We will extensively publicise and promote the Community Pride Team.
- 7.10 We will identify, fund, equip and train a team of employees to operate the service.
- 7.11 The scale of the service requirements, which will develop as a result of implementing this service, is difficult to quantify. Experiences of other authorities implementing similar schemes have seen significant growth in work with a commensurate need for increases in staffing. We will therefore closely monitor this service and six months after its implementation report to Cabinet on any amendments required to enable its effective delivery taking into account changes in demand.
- 7.12 The Community Pride Team will also:
- Remove unauthorised advertising of “for profit” activities to ensure the visual amenity of the District is maintained. Unauthorised advertising of not for profit events such as the local garden fete or the Scouts jumble sale will not be removed.
  - Record all known fly tipping “hotspots” in the District with a view to undertaking covert CCTV surveillance to get hard evidence on the perpetrators of these crimes with a view to undertaking prosecutions.
  - Expose the inspection, collection and storage of abandoned and nuisance vehicles to competition to ensure compliance with the End of Life Vehicles Directive.
  - Create a link with the DVLA as a mechanism for identifying owners of abandoned vehicles and taking out prosecutions on owners of untaxed vehicles.
  - Enforce the Clean Neighbourhoods and Environment Act through the process of Fixed Penalty Notices.
  - Take action to remove graffiti and wherever possible take out prosecutions against perpetrators.
- 7.13 The collection and disposal of abandoned vehicles is currently done through a mix of arrangements with contractors and Council staff. We consider it will be more cost effective if a single body undertakes this work. We will therefore prepare tender documents and expose this work to competition. The contract will require the successful contractor to undertake the whole range of works from posting notices on vehicles to collection and disposal in compliance with the End of Life Vehicles Directive.
- 7.14 Waste disposal is a County Council function; therefore discussions will take place with that authority with a view to including disposal of end of life vehicles in the contract at its cost.
- 7.15 Other than the annual amnesty on end of life vehicles the Council does not provide a mechanism for the public to dispose of unwanted vehicles. The Council ran a voluntary end of life vehicle surrender scheme during January 2005 recovering 22 vehicles. It is acknowledged that some of the surrendered vehicles could have been abandoned at some point had the voluntary surrender scheme

not been available. It is a service for which a charge could be made. We will therefore offer a service for the collection and disposal of end of life vehicles at a charge commensurate with the rates contained within the successful tender.

- 7.16 We will consider the “free” removal of graffiti from private property not within the Council’s portfolio, subject to the appropriate indemnities and insurances to maintain the visual amenity of the area.

#### Net Resource Requirements for Community Pride

Existing		Proposed		Additional Requirement
Plant	Qty	Plant	Qty	
Multi-lift lorry	1	Multi-lift lorry	1	0
Skips	6	Skips	6	
<b>TOTAL</b>	<b>7</b>	<b>TOTAL</b>	<b>7</b>	<b>0</b>
Labour		Labour		
Class 2 Driver	1	Class 2 Driver	1	0
<b>TOTAL</b>	<b>1</b>	<b>TOTAL</b>	<b>1</b>	<b>0</b>
		Budget		
<b>New Services Community Pride Team</b>				
		Telephone Hotline	2	2
		Office Based Equipment for 7 Staff		
		Plant		
		Light Vans	5	5
		Staff		
		Hotline Staff	2	2
		Senior Community Pride Warden	1	1
		Community Pride Wardens	4	4
Existing Budget	£'000	Proposed Budget	£'000	Additional Costs £'000
<b>REVENUE</b>		<b>REVENUE</b>		
Revenue – Labour	27	Revenue – Labour	165	138
Revenue – Vehicles	-	Revenue – Vehicles	19	19
Revenue – Overheads	38	Revenue – Overheads	83	45
Revenue – Capital charges	8	Revenue – Capital charges	8	-
<b>TOTAL REVENUE</b>	<b>73</b>	<b>TOTAL REVENUE</b>	<b>275</b>	<b>202</b>
<b>CAPITAL EXPENDITURE</b>		<b>CAPITAL EXPENDITURE</b>		
• New Purchase	55	• New Purchase	65	65
		• Replacement	135	80
<b>TOTAL CAPITAL</b>	<b>55</b>	<b>TOTAL CAPITAL</b>	<b>200</b>	<b>145</b>



7.17 The establishment of this team will by necessity require an office base supported by the standard office infrastructure and budgets. In the first instance this will mean the provision of workstations telephones and computing equipment.

### **Targets for the Community Pride Team**

7.18 The targets proposed for the Community Pride Team are:

- To have established a new service Community Pride Team by April 2006
- To have answered all hotline telephone enquiries In line with Customer Service Centre targets;
- To have identified, undertaken and commenced a formal training process for the staff involved by September 2006;
- To have taken action on the removal of Abandoned/Nuisance vehicles within one working day of being notified to the Council;
- To have created a link with the DVLA;
- To have assessed the scale of reported fly tipping within one working day of being notified to the Council and to have commenced removal within three working days;
- To have inspected and assessed reports of graffiti within two working days of it being notified to the Council and to have ensured action for its removal within five working days in 95% of all cases;
- To have taken action and address fly posting within one working day of being notified.
- To have identified and implemented a promotional plan by September 2006

### **Risks**

7.19 The Council is currently exposed to challenge in the way in which it deals with abandoned vehicles. It is also likely that it is in breach of the End of Life Vehicles Directive. These are issues that need to be addressed as a matter of urgency.

7.20 The Government has introduced the Clean Neighbourhoods and Environment Act to reinforce the powers of local government to act as environmental guardians. Whilst the enforcement of this Act is not a statutory duty failure to implement could have the effect of causing reputational harm, in other words the Council is open to claims of not acting to improve its environment and suffer the commensurate complaints from the public.

### **Service Cost per Household**

7.21 Costs are based on 37,647 households

	<b>Existing Costs £'000s</b>	<b>Cost per Household £</b>	<b>Proposed Costs £'000s</b>	<b>Cost per Household £</b>
Revenue	73	1.94	275	7.30
Capital	55	1.46	200	5.31

## **8 Grounds Maintenance**

- 8.1 Grass cutting is currently scheduled eight times a year in residential districts, weather permitting. There is very little ornamental planting throughout the District, other than in the parks and cemeteries, and no horticultural artworks. The principle highways through the District have a swathe of grass cut periodically dependent upon where the highway is and in accordance with the instructions from the Highway Authority. We also provide services to the Council's parks and leisure areas and maintain the grounds in the cemeteries.
- 8.2 With the exception of the swathe of grass cut by the District Council, grassed verges are not maintained and are left to go wild. This tends to give the impression of a District that is uncared for and untidy. The counter to this might be that verges in this condition provide an excellent habitat for wild life and therefore a balance needs to be drawn between the two views.
- 8.3 The Grounds-staff work seasonal hours operating longer working hours in the summer with a commensurate reduction in the winter. It is not proposed to amend this arrangement.
- 8.4 Grounds maintenance standards have improved significantly over recent weeks as a result of moving to a fortnightly cut and a change in the type of cutting equipment. Support has also been put in place to ensure litter is removed before grass is cut giving the impression of a clean and tidy District.
- 8.5 Discussions are taking place with the Highways Partnership Unit (HPU) to seek their approval to their funding improvements to the visual impact of the highways throughout the District. At the time of writing the County Council has agreed to the inclusion of the maintenance of grassed verges within their Highways Plan. If the County Council accepts and funds this principle it will have a major beneficial impact on the image of the District to the visitor and residents.
- 8.6 Discussions are also taking place with the HPU to secure its support for the sponsorship of horticultural planting and artwork throughout the principal highways and specifically on roundabouts.

### **Proposals**

- 8.7 In order to sustain an improved service that enhances the visual amenity we will;
- Commence grass cutting in early March, subject to weather conditions (a month earlier than at present enabling higher standards earlier in the season);
  - Litter pick grassed areas before they are cut;
  - Cut grass so that it does not need boxing off;
  - Maintain roundabouts as lawned areas;
  - Strim and edge at the time of cutting;
  - Cut back (edge) overgrown verges on footways during the winter months;
  - Weed spray around trees and street furniture within grassed verges annually;

8.8 Horticulture on the highways is one of the most effective ways of improving the visual impression of an area. Whilst this is outside of the remit of this strategy it is recommended that the Council prepare a horticultural strategy for consideration. The strategy should be written with a view to:

- Developing planting schemes for the principle highways and specifically on roundabouts;
- Seeking private sector sponsorship for the maintenance of these schemes;
- Identifying the best locations for planters, hanging baskets and other ornamental planting;
- Ultimately entering the Britain in Bloom campaign (if it is appropriate or desirable).
- Identifying the resources and costs associated with the strategy.

8.9 If the Council supports this proposition funding for its preparation and implementation will need to be made available, estimated at £20,000.

8.10 A great many footpaths throughout the District are becoming increasingly narrow as a direct result of grass encroachment. This presents difficulties for people with walking difficulties and infirmities, wheelchair users, parents with prams and pushchairs etc. Clearly this gives rise to health and safety implications for the Council and the Highways Authority. Whilst the maintenance of the footway is part of the highways function a major improvement to the street environment would be cutting back the grass verges and returning footways to their original width. This can and should be done as a winter function by the grounds maintenance staff as part of a planned programme of improvements. As part of the negotiations with the HPU the prospect of the County funding this function will be explored and a further report brought back to the Cabinet. BDC could of course consider funding this directly.

8.11 The Institute for Cemetery and Crematorium Management (ICCM) has developed a charter defining standards for high performing Burial Authorities. The cost to join the institute's charter is £255.00 per annum, however there is an expectation that having joined the charter the Council will set an improvement agenda. The scale of the funding required cannot be quantified until or unless the Council joins the Charter. Joining the charter will however give a clear indication that the Council wishes to improve across all of its services.

### **Net Resource Requirements for Grounds Maintenance**

8.12 It is considered that the current resource level is adequate to meet the grass cutting needs of the grounds maintenance services as described above. There is however a requirement to have an additional litter picking team built into the resource. The whole team will be trained to meet the needs of a multi-skilled workforce.

8.13 The resources required to deliver this element of the strategy are:

Existing		Proposed		Additional Requirement
Plant	Qty	Plant	Qty	
3.5 tonne pickups	4	3.5 tonne pickups	4	0
Trailers	3	Trailers	3	0
Tractor	1	Tractor	1	0
<b>TOTAL</b>	<b>8</b>	<b>TOTAL</b>	<b>8</b>	<b>0</b>

Labour		Labour		
Grass cutters	4	Grass cutters	4	0
Tractor driver	1	Tractor driver	1	0
Sanders Park	2 f/t 2 p/t	Sanders Park	2 f/t 2 p/t	0
Litter pickers	0	Litter pickers	3	3
Cemetery grounds staff	5	Cemetery grounds staff	5	0
Pool	2	Pool	2	0
<b>TOTAL</b>	<b>16</b>	<b>TOTAL</b>	<b>19</b>	<b>3</b>

Existing Budget	£'000	Proposed Budget	£'000	Additional Costs £'000
<b>REVENUE</b>		<b>REVENUE</b>		
Revenue – Labour	276	Revenue – Labour	325	49
Revenue – Vehicles	88	Revenue – Vehicles	88	-
Revenue – Overheads	160	Revenue – Overheads	192	32
Revenue – Capital charges	42	Revenue – Capital charges	42	-
<b>TOTAL REVENUE</b>	<b>566</b>	<b>TOTAL REVENUE</b>	<b>647</b>	<b>81</b>
<b>CAPITAL EXPENDITURE</b>		<b>CAPITAL EXPENDITURE</b>		
• New Purchase	28	• New Purchase	28	-
<b>TOTAL CAPITAL</b>	<b>28</b>	<b>TOTAL CAPITAL</b>	<b>28</b>	<b>-</b>

## Risks

8.14 The risks associated with grounds maintenance are similar to those in street cleansing in so far as the Council has a duty to maintain the public rights of way such as to enable the unrestricted passage of the user. Whilst standards have improved, the encroachment of verges onto the footpaths will continue to represent a health and safety issue for the Council unless it is addressed. Whilst this is a County Council function, this Council will seek to influence the standards of services delivered by others that have an effect on its citizens.

8.15 It is important to acknowledge that as new housing developments come on line there may be a commensurate growth in service requirement for grass cutting. If standards are to be maintained growth needs to be formally acknowledged in budgetary terms as part of the annual review of services.

## Targets for Grounds Maintenance

- 8.16 The targets for the grounds maintenance team are:
- To maintain as a minimum a fortnightly cut of grass verges
  - To have commenced grass cutting by the first week in March (subject to weather conditions);
  - To have developed a programme for edging public footpaths (subject to discussions with County Council) by December 2005
  - To have opened negotiations with the County Council by October 2005 on the proposals contained within this strategy.

## Service Cost per Household

8.17 Costs are based on 37,647 households

	<b>Existing Costs £'000s</b>	<b>Cost per Household £</b>	<b>Proposed Costs £'000s</b>	<b>Cost per Household £</b>
Revenue	566	15.03	647	17.19
Capital	28	0.74	28	0.74

## 9. Refuse Collection

- 9.1 The refuse collection service is the only service that touches every household every week. It is the most visible of all Council services. BDC has invested significantly in its household waste services and is seen as a lead authority within the County on effective collection systems. BDC is the only Council in England undertaking its waste collection system with such advanced equipment and is seen by the suppliers of the Council's vehicles as being its reference site for the UK.
- 9.2 The nature of the service presents problems in the collection of waste. The nature of the vehicles' mechanism for lifting bins prevents access to properties in restricted areas. Further some properties do not lend themselves to wheeled bin storage and therefore need to stay on a traditional collection system. Further it is impossible to hire vehicles to cater for breakdowns and maintenance due to the unique "Diamond" lift system.
- 9.3 The Council has acknowledged the difficulties experienced by some residents in handling the wheeled bins and put in place a system of dispensations, of which over 3000 are currently in place. It is considered that this number is too high and is having a detrimental affect on the cost effectiveness of the service. We will therefore undertake an annual review of dispensations with a view to reducing them. We are aware of the importance placed on this service and will take due care to ensure that members of the community needing this service are met with sensitivity and compassion.
- 9.4 The establishment of the revised working schedules for the introduction of the new collection system was developed by consultants and show a clear lack of local knowledge and is in need of revision. The refuse collection service will therefore be reviewed to ensure that it is cost effective and the collection

schedules revisited to be more efficient. In rescheduling the rounds it will be a prerequisite that disruption to the public will be kept to a minimum.

- 9.5 We are in the process of acquiring three new collection vehicles capable of narrow access. They will be equipped with multi purpose lifting mechanisms to cater for the “Diamond” bins. As part of the review of the rounds review we will review the number of households on the black sack collection with a view to placing them on the wheeled bin system and recycling service.
- 9.6 Whilst the Council has limited the extent to which the built environment will grow, it will nonetheless overtime expand. In the year April 2005/06 there will be a growth of up to 500 new dwellings built needing bins and boxes. Allowance will be made for this growth in the rescheduling of the collection systems for refuse and recycling.
- 9.7 As part of the implementation process the Council reached a “Modernisation” agreement with the refuse crews. As part of this agreement it was accepted that “generally staffing will consist of one driver/operator and one bin position corrector... subject to dispensations, types of property etc.” This element of the agreement has never been implemented although all other aspects of the agreement have. It is not the intention of this strategy to create further unemployment in the area. The staff displaced by the implementation of the Modernisation Agreement will be offered other work created by this strategy thereby keeping increases in costs to the minimum. If the strategy is not fully implemented those people displaced by instituting the Modernisation Agreement will be at risk of redundancy.
- 9.8 The resources required by this service are:

Existing		Proposed		Additional Requirement
Plant	Qty	Plant	Qty	
Side Arm Press Vehicles	8	Side Arm Press Vehicles	9	1
26 Tonne RCV	1	26 Tonne RCV	0	0
18 Tonne RCV	1	18 Tonne RCV	3	2
3.5 Tonne Caged Vehicle	1	3.5 Tonne Caged Vehicle	0	0
<b>TOTAL</b>	<b>11</b>	<b>TOTAL</b>	<b>12</b>	<b>3*</b>
Labour		Labour		
Rounds 1-8 Class 2 Drivers	16	Class 2 Drivers	16	0
Round 10 Class 2 Driver	1	Round 9/10 Class 2 Driver	2	1
Round 9 Standard Driving License Holders	2	Round 9 Standard Driving License Holders <sup>1</sup>	0	-2
Loaders	17	Loaders (Round 9/10)	6	-11
		Pool Loaders (Refuse and Recycling)	7	7
<b>TOTAL</b>	<b>36</b>	<b>TOTAL</b>	<b>31</b>	<b>-5</b>

<b>Existing Budget</b>	<b>£'000</b>	<b>Proposed Budget</b>	<b>£'000</b>	<b>Additional Costs £'000</b>
<b>REVENUE</b>		<b>REVENUE</b>		
Revenue – Labour	664	Revenue – Labour	607	-57
Revenue – Vehicles	194	Revenue – Vehicles	250	56
Revenue – Overheads	211	Revenue – Overheads	211	-
Revenue – Capital charges	209	Revenue – Capital charges	209	-
<b>TOTAL REVENUE</b>	<b>1,278</b>	<b>TOTAL REVENUE</b>	<b>1,277</b>	<b>-1</b>
<b>CAPITAL EXPENDITURE</b>		<b>CAPITAL EXPENDITURE</b>		
• <b>New Purchase</b>	339	• <b>New Purchase</b>	719	380
		• <b>Replacement</b>	100	100
<b>TOTAL CAPITAL</b>	<b>339</b>	<b>TOTAL CAPITAL</b>	<b>819</b>	<b>480</b>

1 Round 1 will be delivered utilising a vehicle that will require a Class 2 driving license thereby creating greater flexibility.

2 Allowed for in the 2005/06 capital programme

- 9.9 The final number of refuse loaders will be dependent upon the structure of the rounds once they are rebalanced. The final rebalance of the collection rounds can take place once the delivery date of the three new collection vehicles is known. Until this time the foregoing represents the best estimate to meet the workloads as they are currently scheduled.
- 9.10 Operationally we will not carry a pool of spare drivers for this service. Given that we operate two Class 2 drivers on each round we will backfill any shortfalls in driver capacity with loaders. This will mean careful management of holidays and sickness to ensure proper capacity is maintained.
- 9.11 The existing service operates eight rounds on the side arm press vehicles with eight vehicles. When a vehicle is required for service or suffers a breakdown because these vehicles are unique to Bromsgrove the ability to hire in additional capacity is not possible, hence the proposal to acquire a ninth vehicle. Provision has been made in the Council's capital programme for the procurement of the three 18 tonne RCVs and will provide the capacity to meet servicing and breakdowns.

### **Shared Services**

- 9.12 The County Council is currently urging District Councils to consider moving towards a common waste and recycling collection system based on the Bromsgrove model. If the move towards shared services comes to fruition it will have distinct benefits for the District Council. There will be a much larger pool of vehicles to draw from and the ability to work across District boundaries, thereby realising the potential for economies of scale. This proposal however does not negate the propositions put forward in this strategy, rather it reinforces them provided that the discussions with the County Council through its Waste Forums

continue and are open. It will be for other District Councils to consider their ways of working and how they fund the transition to the Bromsgrove model.

## Targets

9.13 The targets for the refuse collection service are:

- To review, revise and implement new collection schedules by April 2006;
- To review dispensations and processes for granting them by September 2006;
- To revise The Refuse and Recycling Policies by April 2006; and
- To implement fully the Modernisation Agreement by April 2006;

## Service Cost per Household

9.14 Costs are based on 37,647 households

	<b>Existing Costs £'000s</b>	<b>Cost per Household £</b>	<b>Proposed Costs £'000s</b>	<b>Cost per Household £</b>
Revenue	1278	33.95	1277	33.92
Capital	339	9.00	819	21.75

## 10. Bulky Household Waste

10.1 The Council offers a bulky household waste collection service for which it makes a charge. The charging system discriminates against those less able to meet this cost creating issues of equality of access to services.

10.2 In order to address the issues of equality of access to services the Council will explore how community initiatives can be developed to provide a "free (at the point of delivery) Bulky Household Waste Collection Service" through the creation of community enterprises and initiatives. This proposal may be seen as a precursor to the need for a corporate concessions policy.

10.3 A free service for the collection of bulk items would be well received in the community. It also has the potential to reduce the amount of fly tipping by enabling families to take advantage of this disposal service. The Council will however need to be clear about how it offers and manages this system. The Council has a policy of not collecting waste other than that contained in the bin with the explicit aim of seeking to improve recycling. It will be a retrograde step to introduce a system whereby additional household waste is collected free of charge by alternative means. The free service will only apply to the collection of recyclable goods such as:

- Furniture
- White goods
- Waste electrical and electronic equipment
- Timber sheds

10.4 This service will not collect household and garden waste without payment



- 10.5 This service currently realises an income £35,000 annually which will need to be found from within existing resources if a free service is developed. It is likely that the take-up of a free service will be significant. Currently the Council makes something in the order of 2,500 collections per annum and employs two employees and a small, transit type, flat backed vehicle for the service. This scale of operation will allow for some growth but it is unlikely that it will cope with a significant influx of work.
- 10.6 It is difficult to assess the level of take-up on this service at this point. The growth in take up of this service will be carefully monitored to determine when additional capacity will be needed to fulfil the Council's obligations. It is proposed that funding is made available for the acquisition of a 7 tonne tail lift LGV to ensure service continuity until such times as a decision can be made on the future of the service.
- 10.7 Community enterprises have extensive experience in creating sustainable employment opportunities through the collection, restoration and reuse of furniture. The Council will therefore engage with the community and explore the potential this service has to create sustainable enterprises.
- 10.8 The resources required by this service are:

Existing		Proposed		Additional Requirement
Plant	Qty	Plant	Qty	
3.5 Tonne Caged vehicle	1	7.5 Tonne vehicle	1	0

Labour		Labour		
Standard Driving License Holders	2	Standard Driving License Holders	2	0

Existing Budget	£'000	Proposed Budget	£'000	Additional Costs £'000
<b>REVENUE</b>		<b>REVENUE</b>		
Revenue – Labour	34	Revenue – Labour	34	-
Revenue – Vehicles	36	Revenue – Vehicles	20	-16
Revenue – Overheads	31	Revenue – Overheads	31	-
Revenue – Capital charges	5	Revenue – Capital charges	5	-
<b>TOTAL REVENUE</b>	<b>106</b>	<b>TOTAL REVENUE</b>	<b>90</b>	<b>-16</b>
<b>CAPITAL EXPENDITURE</b>	-	<b>CAPITAL EXPENDITURE</b>		
		• <b>New Purchase</b>	75	75
		• <b>Replacement</b>		
<b>TOTAL CAPITAL</b>	-	<b>TOTAL CAPITAL</b>	<b>75</b>	<b>75</b>

## Targets

- 10.9 The targets for the Bulky Household Waste Collections Service are:
- To implement a “free” bulky household waste collection service by April 2006
  - To engage with local Community Enterprises to discuss the collection restoration and reuse of bulky household waste by December 2005;
  - To undertake quarterly reviews to assess the needs of this service.

## Service Cost per Household

10.10 Costs are based on 37,647 households

	<b>Existing Costs £'000s</b>	<b>Cost per Household £</b>	<b>Proposed Costs £'000s</b>	<b>Cost per Household £</b>
Revenue	106	2.81	90	2.39
Capital	0	0	75	1.99

## 11. Nappies

- 11.1 The alternate weekly collection creates a problem for the storage of soiled nappies and may represent a health hazard. An aim of this strategy is to provide services that matter to our community. Nappies are part of the “normal” household waste stream. We will therefore consider developing a separate service for the collection and disposal of soiled nappies, free at the point of delivery. It is, however, likely that the separate collection of nappies will be contrary to the Countywide Waste Strategy.
- 11.2 We will therefore actively support the use of reusable nappies and seek to work with providers and establish a local nappy laundering service.

## 12. Recycling

12.1 The District Council is required as part the Government's strategy to reduce the amount of waste it sends to disposal. The government has set some challenging targets for local authorities to recycle and compost household waste. The national targets are:

- To recycle or compost at least 25% of household waste by 2005
- To recycle or compost at least 30% of household waste by 2010
- To recycle or compost at least 33% of household waste by 2015
- To recover value from at least 40% of municipal waste by 2005
- To recover value from at least 45% of municipal waste by 2010
- To recover value from at least 67% of municipal waste by 2015

The statutory targets set for recycling and composting of household waste for Bromsgrove are:

- 10% by 2003/04
- 18% by 2005/06

12.2 The District Council collected 18.14% dry recyclables and 26.48% compostable waste (as at July 2005) of its household arisings.

12.3 The Household Waste Recycling Act requires all Local Authorities in England to provide a kerbside collection of at least two recyclable materials from all households by 31<sup>st</sup> December 2010, unless the cost of doing so would be unreasonably high or comparable alternative arrangements are available. We already offer the collection of four materials and are therefore well in advance of this target.

12.4 The Council is therefore well set to achieve its statutory targets in advance of the due dates.

12.5 The County Council is the Waste Disposal Authority and as such is charged with treating the recyclate collected by BDC. BDC as a responsible Collection Authority has made it clear to the County that it wishes to reduce its collection costs and will therefore migrate to the collection of co-mingled recyclate utilising the side arm press system. The present system is a labour intensive kerbside collection, reliant upon manually sorting recyclate at the kerbside before transportation to a transfer station. We therefore undertook a trial to determine how much dry recyclate could be co-mingled and compacted on the side arm press system compared to a standard refuse collection vehicle. The results were around 8 tonnes on the side press vehicles compared with 4 tonnes on the kerbsiders and 1.5 tonnes on the stillage vehicles.

12.6 In order for the collection of co-mingled recyclate to be effective each householder will have a third bin delivered. The existing fleet also will need to be replaced with 5 side Arm Press vehicles. Further, the Council will engage in a major consultation and promotion exercise with stakeholders to ensure a smooth transition from the existing service to the proposed service.

- 12.7 The proposal will require a major capital investment. Five additional vehicles and de-mountable containers will cost an estimated £1m. The additional wheeled bins will require an estimated capital investment of up to £950,000. These costs will be offset by the income derived from the sale of the existing recycling fleet. Further savings will be achieved in the crewing of the five vehicles going from a crew of three to two (drivers) where dispensations and access problems will allow. We will prepare a funding bid to the government office for this money, the outcome of which will be the subject of a further report to Cabinet.
- 12.8 The County Council has made it clear that it would support a move by Bromsgrove towards this method of collection and would identify an appropriate mechanism for treating the compacted recycle.
- 12.9 Preliminary discussions have taken place with the County Council on how BDC can take its waste agenda forward with a view to the District Council becoming a national pilot in state of the art waste treatment and recycling.
- 12.10 The County Council is at an advanced stage of developing a state of the art autoclaving system for the treatment of household waste. This system utilises steam at very high temperatures to “cook” waste. The materials are then separated into recyclables. The organic fraction can then be used as a refuse derived fuel or transformed into other products. BDC has signed up to the County Council’s Waste Strategy “Managing Waste for a Brighter Future”. This strategy considers the concept of “Zero Waste”, a concept that a number of Councils across the country has adopted. Zero waste implies that all waste is recyclable. In fact evidence shows that approximately 83% of the waste stream is recyclable. This is however an extremely challenging target and will need a great deal of commitment and the funding to achieve.
- 12.11 The District Council however has the opportunity at this stage to become a leading Waste Collection Authority and supporter of the Zero Waste concept. One of the aims of this strategy is to ensure Bromsgrove District Council is recognised nationally as an excellent Council. To achieve this aim BDC will develop systems that treat every aspect of the waste stream as a resource rather than a problem. We will therefore commit to becoming a Zero Waste Authority.
- 12.12 The County Council is the waste Disposal Authority and as such BDC will work very closely with it to achieve this aim.

12.13 The resources required by this service are:

Existing		Proposed		Additional Requirement
Plant	Qty	Plant	Qty	
Caged Stillage Vehicles	4	Caged Stillage Vehicles <sup>1</sup>	0	0
Side Loader Vehicles	4	Side Loader Vehicles <sup>1</sup>	0	0
		Side Arm Press Vehicles <sup>4</sup>	5	5
		Replace 38,000 bins <sup>4</sup>	38,000	
Labour		Labour		
Class 2 Drivers	8	Class 2 Driver/Loaders <sup>2</sup>	8	0
Loaders	16	Loaders <sup>3</sup>	0	-16

Existing Budget	£'000	Proposed Budget	£'000	Additional Costs £'000
<b>REVENUE</b>		<b>REVENUE</b>		
Revenue – Labour	459	Revenue – Labour	161	-298
Revenue – Vehicles	83	Revenue – Vehicles	250	167
Revenue – Overheads	157	Revenue – Overheads	157	-
Revenue – Capital charges	274	Revenue – Capital charges	274	-
<b>TOTAL REVENUE</b>	<b>973</b>	<b>TOTAL REVENUE</b>	<b>842</b>	<b>-131</b>
<b>CAPITAL EXPENDITURE</b>	<b>-</b>	<b>CAPITAL EXPENDITURE</b>		
		• New Purchase	900	900
		• Replacement	950	950
<b>TOTAL CAPITAL</b>	<b>-</b>	<b>TOTAL CAPITAL</b>	<b>1,850</b>	<b>1,850</b>

- 1 The service will operate on the existing vehicles until such times as the outcome of the bid to central government is known or a decision is taken to acquire the vehicles through the Council's capital programme. Normal replacement will be shown in the capital programme for future years.
- 2 Cover for sickness absence will be provided from the Class 2 Drivers engaged on refuse collection and backfilled with pool loaders.
- 3 Pool Labour has been accounted for in the section discussing Refuse Collection
- 4 Acquisition will be subject to the outcome of a bid to the Government Office

12.14 The foregoing table assumes that we will be successful in securing the funding for the new side arm press vehicles. If this bid is successful we will replace all eight vehicles in our existing fleet. The move towards the use of side arm press vehicles has the potential to release the 16 loaders currently engaged on the collection of recycle, all of who are engaged on temporary contracts. The eight drivers currently required would be retained on the new vehicles. The budget associated with the recycling loaders has the potential to fund the revenue consequences if the Council chose to procure the side arm press vehicles without going to the Government for funding.

### Targets

- 12.15 The targets proposed for the Waste and Recycling team are:
- To have developed and commenced a consultation exercise with stakeholders as regards co-mingled collection by December 2005;
  - Subject to the outcome of the foregoing, to prepare a bid to the Government Office for the procurement of five side press vehicles and 38,000 additional containers for recycling by April 2006;
  - To have introduced the revised collection system by December 2006.
  - To commit to becoming a Zero Waste Authority by April 2006.

### Service Cost per Household

12.16 Costs are based on 37,647 households

	<b>Existing Costs £'000s</b>	<b>Cost per Household £</b>	<b>Proposed Costs £'000s</b>	<b>Cost per Household £</b>
Revenue	973	25.85	842	22.37
Capital	0	0	1850	49.14

## 13. Transport Management

13.1 It is essential to have a functional and effective fleet of vehicles and plant. The age profile of the fleet is not commensurate with this aspiration. It is clear that additional plant and equipment will be needed to deliver the services detailed above which in turn will need to be recognised in the Council's capital programme. Recognition of this growth also needs to be made in terms of the capacity of the mechanics and the workshop to cope with demand.

13.2 Accurate vehicle costing is very difficult at this point in time. Current costs are based on the average of all spending across the entire fleet. It is however the case that the cost to maintain the ageing vehicles is disproportionate to their value. The weakness of a poor costing system is that it makes effective decision making difficult if not impossible.

13.3 An essential part of this strategy is that a ten-year capital programme will be prepared identifying each vehicle by type and need and a programmed replacement schedule. In the short-term there is an immediate need for a capital investment in the plant identified in this report.

- 13.4 As part of the operational improvements at the Depot we will implement a programme of planned preventative maintenance for the complete vehicle and plant fleet to enable effective planning and scheduling of workloads and effective costing systems to be developed.
- 13.5 The fleet has grown to accommodate the new recycling service and BDC has recognised this and approved the appointment of an additional mechanic and apprentice. The effect of the proposals contained within this report will be a further growth in the fleet. The capacity of the mechanics to maintain the larger fleet will therefore be kept under review to ensure adequacy of numbers.
- 13.6 The Transport Manager or the mechanics undertake the entire administration of the Council's transport function. This is not an effective use of their time or the resource and therefore will be addressed by the creation of the post of part-time administrative assistant to fulfil the administrative needs of this section.
- 13.8 The resources required by this service are:

Existing		Proposed		Additional Requirement
Labour		Labour		
Mechanics	4	Mechanics	4	0
Apprentice Mechanic	1	Apprentice Mechanic	1	0
Labourer	1	Labourer	1	0
		Admin Assistant (p/t)	1	1

Existing Budget	£'000	Proposed Budget	£'000	Additional Costs £'000
<b>REVENUE</b>		<b>REVENUE</b>		
Revenue – Labour	143	Revenue – Labour	155	12
Revenue – Vehicles	3	Revenue – Vehicles	3	-
Revenue – Overheads	104	Revenue – Overheads	89	-15
Revenue – Capital charges	8	Revenue – Capital charges	8	-
<b>TOTAL REVENUE</b>	<b>258</b>	<b>TOTAL REVENUE</b>	<b>255</b>	<b>-3</b>
<b>CAPITAL EXPENDITURE</b>		<b>CAPITAL EXPENDITURE</b>		
• <b>New Purchase</b>	28 <sup>1</sup>	• <b>New Purchase</b>		-
		• <b>Replacement</b>	28	-
<b>TOTAL CAPITAL</b>	<b>28</b>	<b>TOTAL CAPITAL</b>	<b>28</b>	<b>-</b>

1 Steam cleaner, hoist and garage equipment.

## Capital Programme

13.9 The capital expenditure approved at the last budget round for the replacement of vehicles and plant at the Depot over this and the next three financial years is shown in the following table, but this will not provide the physical resource needed to provide even a modest level of change let alone meet existing requirements. The actual capital programme required is shown at Appendix 1.

Item	2005/06	2006/07 £	2007/08 £
Replacement of Fleet Vehicles	55,000	51,000	0
Replacement of Depot Plant and equipment	8,000	7,000	21,000
New Cesspool Tanker	80,000		
Equipment for new cemetery	3,000	2,000	0
Pavement sweepers for Street Cleansing	120,000	70,000	0
Replacement equipment For Grounds Maintenance work	25,000	5,000	19,000
Vehicle washing facilities	20,000	0	0
Refuse Collection Vehicles (Carried Forward)	339,000		
<b>Total</b>	<b>650,000</b>	<b>135,000</b>	<b>40,000</b>

13.10 The Transport Management section is responsible for the provision of all of the Council's vehicles and numerous items of plant. The age of the vehicle fleet is a matter of some concern. Capital investment in the fleet in the recent past has been inadequate and some vehicles are in urgent need of replacement.

13.11 In the financial year 2005/06 we will replace two mini sweepers, one pedestrian controlled sweeper, one cesspool tanker and three refuse collection vehicles. The funding for the three refuse vehicles has been carried forward from 2004/05. The current programme fails to adequately address the underinvestment in the previous years or make adequate provision for forthcoming years.

13.12 The current approved capital programme of £311,000 is totally inadequate to meet replacement needs of the existing fleet. Irrespective of whether this strategy is adopted or not there is a basic need to invest £560,000 to replace those vehicles that should have been replaced over recent years. The £200,000 reserve for vehicles and IT replacements identified in the medium term financial plan 2005/06 can be utilised in part to fund this expenditure. It is essential that the Council has a reliable fleet with the capacity to meet changing demands

## Targets

13.12 The targets for Transport Management are:

- To have prepared a 10 year capital programme for the procurement of Council vehicles and plant by December 2005
- To have prepared and implemented a planned preventative maintenance programme by December 2005.



## **14. Business Support Services**

14.1 The Depot's administration and management support services are provided through a dedicated Business Support Unit (BSU). BSU provides generic support to all services within the depot, none of which is dedicated to any one service. The BSU has been supported by up to 4 agency staff to operate a Depot-based call centre whilst the rollout of the revised refuse and recycling service was completed.

14.2 Whilst the BSU provide solid support to the Depot there are gaps that need addressing:

- There is no capacity for managing scheduling systems;
- There is no technical accountancy support at the depot;
- There is no capacity for performance management;
- There is no direct administrative support for the management of the fleet;
- There is no formal management/supervisory structure within BSU.

14.3 It is considered that each of these elements is fundamental to the efficient operation of the services.

- The capacity to manage working schedules is crucial to effective management of cyclic working patterns such as refuse collection. The system of dispensations requires regular updating as people come off and go on the system. Trade waste and tanker services also require regular updates.
- Timely budgetary information is important if managers are to provide an effective control over spending. Direct accountancy support at the Depot would offer this capacity and set up an effective monitoring and costing system whilst managing the Depot's invoicing system.
- The collection and collation of BVPI and LPI data is critical for the effective implementation of sound performance management. The existing mechanisms are not commensurate with undertaking this effectively. BVPI 199 is particularly onerous requiring assessments of the Council's street cleansing to be done three times annually, each assessment taking up to six weeks to complete.
- The support to the fleet management is addressed in Section 13 Transport Management.
- The Depot seeks to work harmoniously with the Council's Customer Service Centre in dealing with complaints and enquiries. As well as supporting the CSC the Depot also receives telephone calls and letters from customers. In order to meet the Council's aspirations towards customer care timely responses to enquiries are required.

14.4 Information communication technology (ICT) is a fundamental requirement of the modern service. The Depot is no different, it requires up to date ICT to be at its most effective. We will therefore commission a comprehensive review of our ICT requirements to assist in the cost effective and efficient delivery of these services. The outcome of this review will be the subject of a further report.

14.5 It is therefore proposed that the Business Support Unit is restructured and realigned to meet the Council's statutory duties and the needs of the depot.

14.6 Resources Required by the Business Support Unit

Existing		Proposed		Additional Requirement
Labour		Labour		
Sc2 Clerical Support	3	Business Support Manager	1	
Sc4 Clerical Support	1	Sc4 Senior Business Support Assistant	1	
Sc1/2 Clerical Support (Fixed Term Contract)	2	Sc2 Business Support Assistants	2	
		Sc4 Accounting Technician	1	
		Sc3 Performance Management Assistant	1	
		Sc3 IT and Scheduling Support Assistant	1	
<b>TOTAL</b>	<b>6</b>	<b>TOTAL</b>	<b>7</b>	

Existing Budget	£'000	Proposed Budget	£'000	£'000
Revenue – Labour	94	Revenue – Labour	118	24
Revenue – Vehicles		Revenue – Vehicles		
Revenue – Overheads		Revenue – Overheads		
Revenue – Capital charges		Revenue – Capital charges		
<b>TOTAL REVENUE</b>	<b>94</b>	<b>TOTAL REVENUE</b>	<b>118</b>	<b>24</b>
<b>CAPITAL EXPENDITURE</b>	<b>-</b>	<b>CAPITAL EXPENDITURE</b>	<b>-</b>	<b>-</b>

**Risks**

14.7 The risks associated with not adopting this element of the strategy are in the main operational rather than legislative. The Depot is however reliant upon the services provided by the Business Support team for general administration and support to the services provided. The Depot does not however have the support required to manage its IT requirements, its financial systems or the mechanisms for capturing performance management data, in particular the street cleansing measures. The foregoing will enable all of these functions to take place in a formal structure. If it is decided not to implement this structure the Depot will be exposed to risk of failure in these areas and additional burdens will be placed on managers.

**15. Waste Minimisation and Education**

15.1 Waste minimisation is the first stage of the waste hierarchy. The challenging targets set by Government and the concept of Zero Waste will only be achieved through greater public awareness and improved participation. Waste is a human concept and can be controlled. It is not therefore the Council's sole responsibility to meet this challenge of reducing waste. Each Member of the community has a responsibility to act reasonably in the production and disposal of their waste. In household terms, with the exception of organic matter, waste is generally made up of packaging i.e. glass, metal, paper and plastic, which are recyclable. In

commercial terms waste should be seen as a profit issue, less waste more profit. Equally one person's waste is another person's raw material. Waste minimisation is therefore good practice both in the household and in commerce.

- 15.2 We will take a multi-staged approach to addressing the issue of waste minimisation wherever and however it arises. The first stage will be to analyse the waste arisings within the District. This will have the benefit of providing detail on volumes of waste, waste types and enable targeting of specific materials for recovery. This should be a joint function of the County Council and the District Council.
- 15.3 In conjunction with the first stage BDC will establish an education programme to raise awareness around the issues of waste. This programme will be targeted across the District, to households, schools and the commercial sector. Links will be created with the Local Education Authority with the aim of engaging schools and establishing pilot projects utilising waste as a theme. A notional promotional budget of £20,000 will be required to provide the planned programmes. This budget will be supplemented through application to external funding regimes.
- 15.4 The education initiative will also seek to develop community capacity to establish local enterprise utilising waste as a resource. The information developed as part of the waste analysis will enable informed decisions to be made as to the nature and sustainability of emerging waste enterprises. There is a clear commitment in some elements of our community to the concept of recycling and the creation of employment opportunities. This commitment needs to be nurtured and built on whilst seeking to change the hearts and minds of those less committed.
- 15.5 Local business will also be targeted and encouraged to see waste as a profit issue. Waste exchanges will be encouraged and supported by the Council.

## **Targets**

- 15.6 The targets proposed for the waste policy team are:
- To have developed a Waste Awareness and Education Programme by April 2006
  - To have developed and undertaken a waste analysis by December 2005
  - To have developed and implemented a commercial waste awareness programme by April 2006.
  - To prepare a Waste Recycling Strategy by December 2005.

## **16. Furniture and WEEE Products**

- 16.1 The regulations for the treatment of Waste Electronic and Electrical Equipment (WEEE) came into effect in July 2005. The Council will need to determine a policy for the way in which it will deal with these regulations. Currently this waste is collected and disposed of as part of the household waste stream which must now come to an end. In effect all electrical and electronic waste becomes classified as hazardous waste and must be treated as such.
- 16.2 The foregoing sections have already discussed the prospect of providing a service for the collection and disposal of items of bulky household waste free of charge. Furniture recycling and reuse is seen nationally as a mechanism for assisting families and communities in need. It is also capable of sustaining

community enterprise. Community enterprise is seen as the third sector (private, public and community) and is a mechanism for enabling local communities to develop a business and create local employment for local people. However giving the service to a community enterprise will not work; it needs to be delivered on a commercial basis through long term contracts to enable the enterprise to become sustainable.

- 16.3 The treatment and disposal of Waste Electronic and Electrical Equipment (WEEE) is seen as a problem nationally. As with furniture, recycling and re-use of WEEE is capable of providing meaningful and sustainable employment opportunities. Opportunities therefore exist for BDC to support the establishment, or growth of an existing, community enterprise with the aim of treating these products. In particular the recycling and reuse of computers will help in achieving the government's aim of enabling the whole community to access "E" technology at affordable rates. It will also have the benefit of raising technological awareness whilst supporting local industry and education.
- 16.4 One of the principles of Zero Waste is that waste is a resource and not a problem. The final stage therefore of developing the Zero Waste concept should be the development of a Resource Recovery Park. In principle this is a household waste-recycling centre supporting the development of incubation businesses utilising waste as a primary resource. This will enable the community to bring its waste to a purpose designed disposal point for recycling and further support the principle of equality of access to services across the District. This is again an initiative that will need partnership working with the County Council, as this is a disposal function.
- 16.5 Working in partnership with the County Council and its medium term plans for the final treatment of waste and recycle will have the benefit of achieving and surpassing the government's targets for recycling and pre-treatment of waste. It will also reduce the amount of waste to landfill to minimal proportions leading to Zero Waste. Discussions have therefore been opened with the County Council with the aim of preparing a joint bid to the government office for funding to develop the foregoing concepts.

## **Targets**

- 16.6 The target for this section is:
- BDC will work in partnership with the Worcestershire County Council to develop the concept of Zero Waste and the development of a resource recovery park

## **PART 3 FUTURE PROGRAMMES**

### **17. Commercial Services**

- 17.1 The Council operates three services from the Depot that could be termed as commercial enterprises:
- Trade Waste Collection
  - Tanker Services for the collection and disposal of waste from cesspools and septic tanks;
  - Highways functions (drop kerbs and private drainage repairs)

## Trade Waste

- 17.2 We operate our trade waste service on one vehicle and a crew of two. The service has until the very recent past taken all side waste and non-contracted waste from any business in the various town centres. This has now stopped; we will not collect any waste without an agreement.
- 17.3 Those businesses that regularly generate side waste or do not have a contract with BDC have been visited with a view to the Council providing a service. This has had the effect of generating additional income to the Council. To date in this financial year the service has contracted with a further 17 businesses equating to a 3% growth in business.
- 17.4 In the last financial year this service generated an income of £193,600 compared to an expenditure of £259,909. A preliminary audit of the trade waste service has indicated that it ought to show a financial surplus.
- 17.5 The net effect of stopping the collection of side and non-contracted waste is additional vehicle capacity that will permit growth in business. Whilst the growth needs to be managed it is estimated that the existing round has the capacity to collect an additional 20 tonnes of commercial waste, which could equate to a potential eighty 1100 litre containers or businesses.
- 17.6 It is difficult to get trade waste prices from private sector suppliers because of their commercial sensitivity. Data from the Daventry benchmarking club would indicate that the prices charged by the Council are generally comparable with other Councils offering this service. Part of the strategy will be to maintain a review of the trade waste service to determine the extent to which the service can withstand price increases and competition from the private sector and measure the potential for a second round.
- 17.7 It is anticipated that there are a potential 2000 businesses requiring a trade waste service, many of whom will have an agreement with another supplier or have made alternative arrangements for the disposal of their waste. The Council currently has 527 businesses on contract for the collection and disposal of their trade waste representing slightly more than 26% of the market. Within the Local performance indicators for the Depot a target of 2% business growth has been set for this service and will be reported to Members in due course. This is a deliberately modest target because the intelligence on potential business growth is weak and needs research.
- 17.8 There are a number of churches and community organisations within the District served by the trade waste service for the collection and disposal of their waste, all of who are charged at the standard rate. The Cabinet is keen to support these groups and have requested that consideration is given to the delivery of this service free of charge to these outlets. The service currently has 10 trade agreements encompassing churches, community halls, and Scout and Guide Associations realising an income to the Council of £3,948. It is felt that the potential for growth and growth already realised could absorb this cost.
- 17.9 We will therefore implement a policy of providing a service free at the point of delivery services to churches and community based organisations. We will also pay the costs associated with disposing of this waste. These organisations will

however be very strongly encouraged to recycle as much of their waste as possible. The policy will not include a free service to large national charities.

- 17.10 It has been proposed that there should be a second trade waste round. It has already been stated that the extent to which additional work can be generated is unclear. Until such times as this is clarified and a second trade waste round justified it is not proposed to recommend any increases in resource for this service area.

### **Tanker Services**

- 17.11 We provide a service to householders not on mains sewerage system for the removal and disposal of waste from cesspools and septic tanks. This service is provided through two tankers and a staffing complement of three Class 2 drivers. The service generates an income of £127,000 compared to an expenditure of £113,600.

- 17.12 Past weak management has meant that the service has been delivered spasmodically and inconsistently. This may have resulted in the loss of income to the Council through customers seeking a service from competitors. This has now been addressed and the two tankers are maintained as operational as far as is reasonably practicable. Efforts are also now being made to recover the impact of any business lost as a consequence of past inactivity and a local performance indicator of a 2% growth has been established.

- 17.13 The cost to operate this service at individual properties is determined largely by the time it takes to remove the waste from the cesspool or septic tank. This in turn is dictated by the location of the cesspool and the number of pipes utilised to draw off the waste. The current pricing structure is determined by the gallonage taken from the pool on a pro rata basis without any cognisance to the degree of difficulty in undertaking the work.

- 17.14 With effect from the April 1<sup>st</sup> 2006 the charging mechanism will be amended to a scale of charges that reflect the time it takes to empty any particular pool. This date is set to enable a data capture exercise to be undertaken to record details of locations on the Council's GIS system together with the numbers of pipes used at that location to remove the waste. The pricing structure will be:

- Charge up to 10 pipes
- Charge over 10 pipes up to 15
- Charge over 15 pipes up to 20.
- Charge over 20 pipes

- 17.15 The Council currently has 1700 customers contracting this service. Notionally this equates to 80% of all properties that are not on mains drains. There is a potential for growth therefore of 20%. In order to attract this business the prices must be competitive. As with the trade waste we will undertake a review of prices to ensure they are competitive with a view to securing this business.

- 17.16 The planned growth in the two commercial services is intentionally modest attributed to the fact that marketing the services is being met as an "add on" to existing duties. If the service is to grow significantly the marketing must be properly resourced. As a part of the restructuring process it is proposed to formalise the post of Commercial Services Supervisor and have responsibility for marketing and growth of these services vested in this officer. Once the extent to

which services can be marketed is established more challenging targets will be set.

### The Highways Function

17.17 The Highways function provides a comparatively small, albeit important flexible service, some of which is income generating to the Council. It also meets a general works need providing support to other Council services for events, carnivals, installation of Christmas trees and lights etc. The opportunities to generate further additional income tend to be limited to providing a service to resolve private drainage problems.

17.18 We have in the past offered a service to both the private and commercial sector for the clearance and repair of blocked drains. Whilst the level of growth is difficult to predict, the consultation for the preparation of this strategy, has highlighted that there is still a demand for this service.

17.19 Whilst there is a need for a relative minor capital outlay of approximately £8,000 to procure a new sewer jetter this service will be reinstated. It is anticipated that this piece of plant would pay for itself within two years. At this stage it is anticipated that this additional work could be undertaken from within existing staffing resources.

17.20 The resources employed in these services are:

Existing		Proposed		Additional Requirement
Labour		Labour		
<b>Trade Waste</b>				
Class 2 Driver	1	Class 2 Driver	1	0
Loader	1	Loader	1	0
<b>Cesspool Service</b>				
Class 2 Drivers	3	Class 2 Drivers	3	0
<b>Highways</b>				
Highways Pavior	3	Highways Pavior	3	0
Highways JCB Driver	1	Highways JCB Driver	1	0
General Labourer	1	General Labourer	1	0
<b>TOTAL</b>	<b>10</b>	<b>TOTAL</b>	<b>10</b>	<b>0</b>
<b>Plant</b>				
26 Tonne Refuse Collection Vehicle	1	26 Tonne Refuse Collection Vehicle	1	0
Tankers	2	Tankers	2	0
Transit Type Pickups	2	Transit Type Pickups	2	0
Sewer Van	1	Sewer Van	1	0
5 Tonne Lorry	1	5 Tonne Lorry	1	0
<b>TOTAL</b>	<b>7</b>	<b>TOTAL</b>	<b>7</b>	<b>0</b>

<b>Existing Budget</b>	<b>£'000</b>	<b>Proposed Budget</b>	<b>£'000</b>	<b>Additional Costs £'000</b>
<b>REVENUE</b>		<b>REVENUE</b>		
Revenue – Labour	198	Revenue – Labour	192	-6
Revenue – Vehicles	75	Revenue – Vehicles	46	-29
Revenue – Overheads	158	Revenue – Overheads	158	-
Revenue – Capital charges	45	Revenue – Capital charges	45	-
<b>TOTAL REVENUE</b>	<b>476</b>	<b>TOTAL REVENUE</b>	<b>441</b>	<b>-35</b>
<b>CAPITAL EXPENDITURE</b>		<b>CAPITAL EXPENDITURE</b>		
• <b>Replacement</b>	80	• <b>Replacement</b>	260	180
		• <b>New</b>	8	8
<b>TOTAL CAPITAL</b>	<b>80</b>	<b>TOTAL CAPITAL</b>	<b>268</b>	<b>188</b>

1 will be considered in future year's capital programmes

## **Targets for Commercial Services**

17.21 The targets for The Commercial Services section are:

- To review the charges for commercial services by November 2005
- To have a 2% growth in commercial business over the financial year 2005/06
- To generate sufficient business on the trade waste service to take up the spare capacity on the vehicle by 31<sup>st</sup> March 2006
- To examine the business case for a second trade waste round by 31<sup>st</sup> March 2006
- To have a charging policy for the tanker service that reflects the true cost of the service by 31 March 2006

## **18. Operational Management Structure**

18.1 The operational structure for the depot has been established to accommodate and manage the services detailed in this strategy and is commensurate with the corporate restructuring process.

18.2 The Head of Street Scene and Waste Management will have overall responsibility for managing and implementing the corporate strategies and policies as they affect the depot. The day-to-day operation of the Depot is reliant upon hands-on daily management and supervision. The Depot provides the following services:

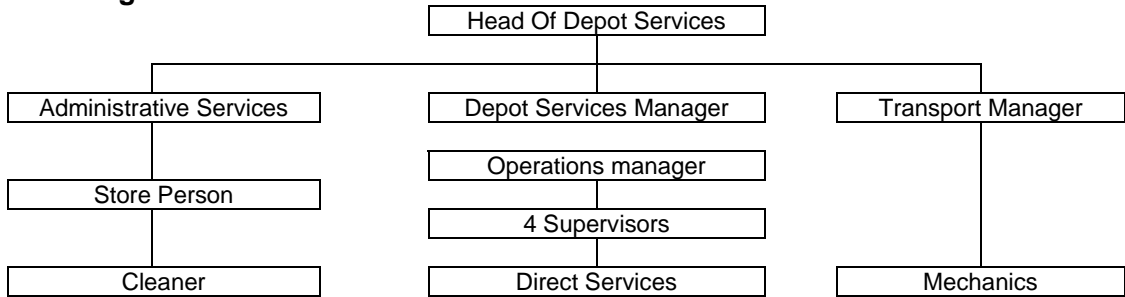
- Street Cleansing;
- Grounds Maintenance;
- Refuse and Recycling Collection;



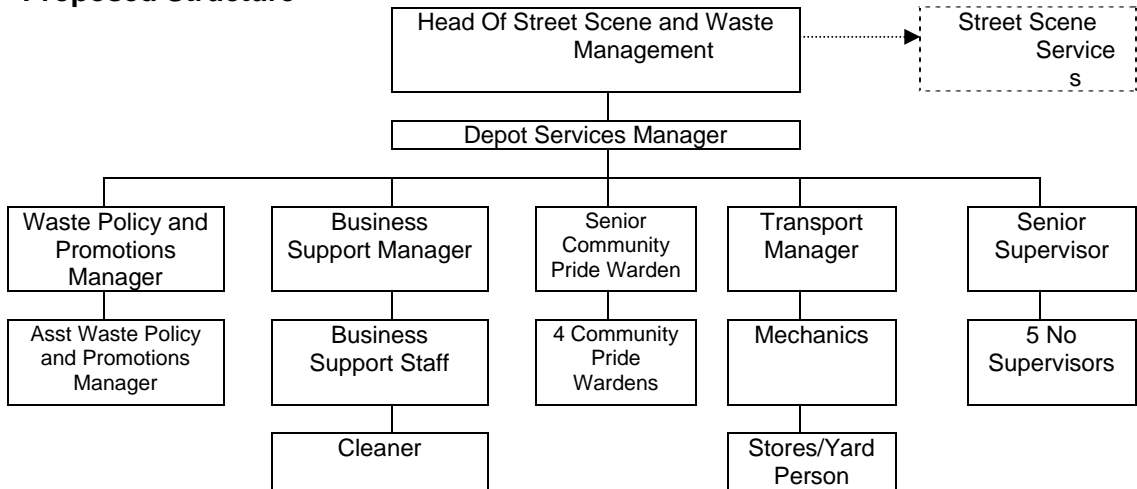
- Commercial Services;
- Transport Management;
- Waste Education;
- Business Support;

18.3 The effective delivery of the services outlined in this strategy is paramount and will need strong leadership and effective business support. The detailed structure for the delivery of these services is shown at Appendix2.

**Existing Structure**



**Proposed Structure**



The following table sets out the existing managerial structure and costs compared to that proposed:

Existing			Proposed		
Post	Grade	Cost £,000	Post	Grade	Cost
Head Of Service		55	Depot Services Manager	PO 41-44	36
Depot Services Manager <sup>1</sup>	40	36	Transport Manager	PO 37-40	45
Operations Manager <sup>2</sup>	33	31	Waste Policy and Promotions Manager	PO 33-36	31
Recycling Supervisor	Sc4/5	19	Assistant Waste Promotions Officer	Sc6	26
Transport Manager	SO2	45	Business Support Manager	SO 1	27

Street Cleansing Supervisor	Sc4/5	19	Senior Supervisor Grade	SO 2	31
Refuse Collection Supervisor	Sc4/5	33	Street Cleansing Supervisor	Sc4	19
Grounds Maintenance Supervisor	Sc4/5	32	Grounds Maintenance Supervisor	Sc4	21
Highways Supervisor	Sc3/4	26	Refuse Collection Supervisor	Sc4	21
Stores Person	Sc3/4	18	Recycling Collection Supervisor	Sc4	19
Cleaner		7	Commercial Services Supervisor	Sc4	20
			Stores Person	Sc3/4	18
Posts not filled		61	Cleaner		7
<b>Net Cost</b>		<b>382</b>	<b>Net Cost</b>		<b>321</b>
6 supervisors vans			Revenue cost ( ins/fuel etc)		<b>18</b>

1 The role of Depot Services Manager is being filled by secondments from within the Council

2 the role of Operations manager is also being filled by a secondment

## 19. Concurrent Functions and Area Based Services

- 19.1 BDC has developed as part of its move towards the wheeled bin collection system the basics of an area based service delivery. The household waste collection service operates over four days with all of the fleet contained within one area. The principal behind this is that all crews will work towards the single goal of completing the daily work schedule.
- 19.2 The strategy for the Depot will be that cyclic services such as grass cutting and street cleansing will be delivered on an area basis. These areas will reflect those established for the household waste collection service. Clearly the grass cutting and street cleansing services work at a different rate to that of refuse and recycling collection and will not be able to clear Districts of the sizes proposed in the same timescales. However the principle remains the same that those resources should be concentrated in the one area for the duration the service is required.
- 19.3 We will therefore develop area-based services based on the current refuse collection areas.
- 19.4 As part of the emerging strategy for the Depot a consultation exercise will be undertaken with Parish Councils, community groups and the like to determine levels of satisfaction and service delivery design. The concept of area-based working will need to be supported at a local level. Consultation and communication with communities cannot be viewed as an additional duty on an already heavy workload and will need to be properly resourced. This will have implications for the concurrent functions grant and will need further consideration.

- 19.5 We will therefore work with Parish Councils to seek methods of working more effectively and jointly with them to meet local need.

## **Targets**

- 19.6 The targets for the Depot in this respect are:

- To have designed and implemented an area based service delivery by September 2006

## **20. Consultation**

20.1 It is the Council's intention that this strategy contributes to the well-being of the District, and through its activities supports regeneration of the environment, social equality and economic growth. This strategy sets out a great many principles towards the way in which the Council wishes to manage its street scene, some of which we wish to deliver in the manner described, and others which will need to be informed by public opinion through consultation.

20.2 It is important that the Council understands how the community of Bromsgrove wants to see its street scene in terms of their priority. The Council wishes to understand what the public is willing to pay for its street scene services and how that should be managed against competing demands.

20.3 The Council will consult with and take due notice of opinion on all matters contained within this strategy and will therefore engage with all stakeholders. In this respect what matters is what works.

20.4 We will seek to develop policies that ensure a sound commitment within the Council to principles of good management practice in order that the Council is seen to be supporting its own strategy.

## **Targets**

- 20.5 The targets for the consultation strategy will be set by the Council's Communications Group.

## **21. Clean Neighbourhoods and Environment Act 2005**

21.1 As stated previously the Clean Neighbourhoods and Environment Act will be a key driver for this strategy. The Act as written reinforces the powers of the Council to take action against environmental criminals. It is entirely possible that by being strict enforcers against environmental crime that over time resources might be reduced. The strategy has addressed a pro-active approach to how the Depot will take this forward. It has addressed how the public can act as unpaid inspectors and reporters of crime through the use of well publicised telephone hotlines. The strategy has proposed the use of Wardens and how they will interface with the community, their enforcement powers and the training they are likely to require. Adoption of the foregoing principles will place BDC in the higher performing Districts and be seen as being a proactive authority with a very low tolerance threshold for environmental crime.

21.2 In developing its role as environmental guardian and adopting the Clean Neighbourhoods and Environment Act it is important to recognise the impact this has on the wider Council services. The implementation and operation of the Clean Neighbourhoods and Environment Act is a corporate function and not the sole domain of the depot. The Council's Legal and Finance divisions have key roles to play in the enforcement and cash recovery processes; there will be close liaison with Environmental Services and a combined use of their enforcement and investigatory powers; CCTV will have a crucial role to play in monitoring environmental hotspots. Each of these services will have a role to play in improving the environment around Bromsgrove and may have resource or budgetary implications. Service Heads will need to monitor how the requirements of the Act affect their service areas.

## **22. The Crime and Disorder Act 1998 Section 17**

22.1 Section 17 of the Crime and Disorder Act 1998 states:

"Without prejudice to any other obligation imposed upon it, it shall be the duty of each authority .... to exercise its various functions with due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent crime and disorder in its area"

22.2 This applies to every Council including Districts, Unitary or County Council. The services delivered by the Depot have an impact on crime and disorder, particularly in environmental crime and the liveability standards in neighbourhoods.

22.3 The services at the Depot will therefore seek to contribute in all its workings towards an interagency approach on crime and disorder and share its resources wherever practicable to mitigating the effects of crime and the fear of crime. It will therefore consider the implications of Section 17 of the Crime and Disorder Act 1998 in all of its workings.

## **23. Review of the Strategy and future appraisal of options**

23.1 The strategy for the Depot is aimed at providing value for money services focussed on improvement and community pride. It has identified where BDC wants to be and how it will get there. It is acknowledged that to ensure best value there will be a need for the Council to consider alternative procurement options in the future.

23.2 Outsourcing is not recommended as an early option given the poor state of the District, the lack of performance and benchmarking information and the potential for contractors to front-load prices to get the area clean.

23.3 It is recommended that two years after this strategy is approved a comprehensive review be undertaken. By that time the new structure/resources will be embedded with robust service planning in place complemented by proper benchmarking and performance monitoring. This review could then be used as a basis for a detailed options appraisal. Such an appraisal would then identify if the Council was delivering Best Value through its in-house DSO as regards cost, quality, and customer satisfaction, or whether it needed to pursue alternative options for the delivery and development of its street scene services.

## Part 4: Corporate Implications

### 24. Financial Implications

- 24.1 The delivery of this strategy cannot be met from within allocated financial resources, either capital or revenue. The strategy outlines the services as they are delivered, the areas where the Council is failing and details a mechanism for corrective action. It also identifies the additional resources needed to meet that corrective action and those needed to meet current legislation. In order to meet these there will be a need to invest in both capital and revenue terms.
- 24.2 In terms of capital, the strategy is to prepare a 10-year capital programme for the depot. This programme will enable financial planning into the foreseeable future based on current information and operational practices. There is however an immediate need for a significant capital investment in the Depot to cater for past under-investment in the sum of £500,000 to replace those items of plant which should have been replaced over the past two to three financial years.
- 24.3 The strategy recommends the introduction of a free bulky household waste collection system that will have the effect of reducing the overall income to the Council in the sum of £35,000.
- 24.4 The strategy also proposes new services of a free nappy collection service and a Community Pride Team for which budget provision does not exist.
- 24.5 A summary of the financial implications is included at Appendix 1.
- 24.6 The approved revenue budget 2005/06 is £4.1m. This includes the allocation of capital charges based on the current fleet. The additional direct revenue costs identified in this report of full implementation of the depot strategy are £332k. The revenue implications of the increase in capital expenditure are £157k relating to loss of interest on investments (assuming 4.75% return) and £601k which represents the annual contribution to repairs and renewals reserve over an 8 year period. This takes into account the estimated increase in purchase price of plant at the end of the 8 year period. (assuming 2.5% inflation)
- 24.7 Assumptions have been made when preparing the revenue resource implications these include;
- Overheads continue at current level
  - Estimated running costs of vehicles based on assumptions relating to fuel usage and maintenance costs.
  - No capital charges are included for any new vehicles. It is practice to charge for the use of the asset in the following year. These costs will therefore impact on the depot budget in future years but will not have impact on the Council Tax calculation in the current year.
  - The current capital approved budget includes £118k that is not addressed in this strategy. It was intended that this money should be used for BDHT grounds maintenance work. Having been unsuccessful in securing this work this capital remains unallocated.

- 24.8 The approved capital budget 2005/06 is £650k. This included a provision for grounds maintenance vehicles for the contract with BDHT which is no longer undertaken. It is recommended that this budget is used to fund the urgent replacement of some of the current fleet vehicles. A carry forward of £339k will be used to fund the remainder of the refuse vehicle fleet that were not purchased in 2004/05.
- 24.9 The capital costs for the vehicles are estimated. If the strategy is approved a full financial option appraisal will be carried out to include the alternative of leasing the vehicles.
- 24.10 The detailed financial implications are shown in the body of the report.

## **25. Personnel Implications**

- 25.1 This strategy requires the implementation of the Modernisation Agreement reached with the refuse collection crews. This will mean the displacement of some existing employees. The strategy also requires a significant growth in the numbers of employees on the delivery of sustainable improvements in street cleansing.
- 25.2 Growth in numbers of employees and grades is also planned in the Business Support Unit for which budget provision does not exist.
- 25.3 The report also introduces new services that will require recruitment, training and development.
- 25.4 The strategy proposes a number of new posts and at various levels. It will therefore be a pre-requisite that any vacant positions will be ring-fenced to the employees whose jobs are at risk. Where staff wages are affected by displacement, the Council's salary protection policy will apply. In order to ensure equity in the pay structure, a process of red-circling will be applied to freeze any inappropriate rates until these are brought into line with the appropriate pay level.
- 25.5 The recruitment and selection process will comply with the Council's policy and will seek to ensure equality of opportunity across all potential candidates. A robust induction process will be implemented to ensure any new or redeployed post-holders are introduced to key imperatives such as performance indicators, health & safety and personal accountabilities and responsibilities.
- 25.6 There will be a review of management competency undertaken on all line management posts to ensure that all post-holders are equipped with the required level of management skill, knowledge and ability. This programme will be delivered through a line management development programme.
- 25.7 The harmonisation of terms and conditions will be a feature of this strategy and all employment contract obligations will be met.
- 25.8 The Trade Unions' role in the Depot is well recognised and to ensure that effective employee relations are maintained, all Unions and employee representatives will continue to be included in the development of this strategy, as part of a full consultation agenda.

- 25.9 Single Status and Job Evaluation will be dealt with as part of the Council's wider review of pay and conditions prior to the 2007 deadline. The Council recognises that it is required (if requested by the union) to disclose information for the purposes of collective bargaining.
- 25.10 The Council will ensure that, throughout the implementation of this strategy, it will comply with its obligations under all employment law together with Data Protection and Freedom of Information Acts.

## **26. Legal Implications**

- 26.1 The District Council has a variety of duties and powers to deliver services under a host of different legislation. The principal duties of the Council in the provision of services from the depot are as a Waste Collection Authority and a Principal Litter Authority as described in the Environmental Protection Act 1990. This strategy acknowledges these duties and sets out proposals to sustain these duties. It also sets out how it will meet other legislation and EU Directives as they affect the services from the depot; key amongst those are the End of Life Vehicles Directive, the WEEE Directive and the Clean Neighbourhoods and Environment Act.
- 26.2 It is fundamental that the Council will be compliant with the law and EU legislation. Failure to be so exposes the Council to challenge and punitive action upon conviction.

## **27. Performance Management**

- 27.1 The effective delivery of this strategy is paramount. Subject to its approval it will be converted into an Action Plan by which the performance of the Depot can be monitored. This action plan will be developed on the SMART principles (Specific, Measurable, Achievable, Realistic, Time-bound) and have responsibilities allocated to post holders. The action plan will identify the milestones to be achieved and represent a reporting mechanism by which Members and the public can judge the performance of the depot against delivery of the key objectives.
- 27.2 Individual competence will be managed against SMART objectives and targets that will be identified through employee appraisals, which will be aligned to the Depot strategy and therefore the corporate goals and objectives.
- 27.3 The Depot now has service plans in place based on the way services are currently delivered, providing the basis for forward planning and performance management. The Depot has set some local performance indicators for the first time and appraisals are taking place. Performance indicators are weak as there is limited historical data to base them on but will become more robust over time. The development of the action plan will be supportive of these performance indicators and will give greater clarity to forward planning.
- 27.4 The collection and collation of BVPI and LPI data are critical for the effective implementation of sound performance management. The existing mechanisms are not commensurate with undertaking this effectively. The staffing structure proposed by this strategy will overcome these difficulties.

## Part 5 Glossary of Terms

Term	Definition
The Depot	<ul style="list-style-type: none"> <li>The Depot is located at Aston Fields Bromsgrove and is the base for the operational services provided by the Council</li> </ul>
Operational Services	<ul style="list-style-type: none"> <li>Street Cleansing;</li> <li>Grounds Maintenance;</li> <li>Refuse and Recycling Collection;</li> <li>Commercial Services;</li> <li>Transport Management;</li> <li>Waste Education;</li> <li>Business Support;</li> </ul>
Commercial Services	<ul style="list-style-type: none"> <li>Trade Waste Collection Service</li> <li>Cesspool Emptying Service</li> <li>Highways Function</li> </ul>
Trade Waste Service	<ul style="list-style-type: none"> <li>The Council's commercial operation to collect waste from businesses and traders in the District</li> </ul>
Highways Function	<ul style="list-style-type: none"> <li>Service provided by the Council for working on the highway and the installation or erection of street furniture such a street name plates, litterbins, drop kerbs etc.</li> </ul>
Business Support	<ul style="list-style-type: none"> <li>Administrative support provided at the Depot</li> </ul>
Gershon Report	<ul style="list-style-type: none"> <li>A report commissioned by the Government and prepared by Sir Peter Gershon on public sector spending. The report requires all local authorities to make efficiency savings of 2.5% annually.</li> </ul>
Voluntary Engagement	<ul style="list-style-type: none"> <li>A system of voluntary co-operation with central government to aid the recovery process of Councils in difficulties.</li> </ul>
Audit Commission Inspection	<ul style="list-style-type: none"> <li>An inspection regime operated by the Audit Commission to determine how well a service is being managed and delivered to the public</li> </ul>
Agency Staff	<ul style="list-style-type: none"> <li>Staff engaged by the Council through an Agency</li> </ul>
Single Status	<ul style="list-style-type: none"> <li>An agreed system whereby all employees should enjoy the same terms and conditions of employment.</li> </ul>
Modernisation Agreement	<ul style="list-style-type: none"> <li>A local agreement reached by the Council and the trade unions on the terms and conditions of its refuse collection workers.</li> </ul>
Capital Programme	<ul style="list-style-type: none"> <li>The funding set aside to purchase new plant and equipment</li> </ul>
Alternate Weekly Collection	<ul style="list-style-type: none"> <li>The system of waste collection operated by the Council whereby waste will be collected on week 1 and green waste will be collected on week 2.</li> </ul>
Top Quartile Council	<ul style="list-style-type: none"> <li>Measures to monitor the performance of local Councils are set by government and compared on a league table basis. Top Quartile Councils are those authorities in the top 25 % of high performing Councils.</li> </ul>
Waste Disposal	<ul style="list-style-type: none"> <li>The means by which waste is disposed of e.g. incineration.</li> </ul>



Waste Transfer Station	<ul style="list-style-type: none"> <li>• A facility to which waste is delivered before being compacted and transported onwards for treatment and disposal.</li> </ul>
Performance Indicators	<ul style="list-style-type: none"> <li>• A system of measures designed to monitor performance of a service</li> </ul>
Performance Management	<ul style="list-style-type: none"> <li>• A system for managing the performance of a service against performance indicators</li> </ul>
Principal Litter Authority	<ul style="list-style-type: none"> <li>• A local authority with responsibility for maintaining relevant land free from litter</li> </ul>
BVPI	<ul style="list-style-type: none"> <li>• Best Value Performance Indicator, relates to performance indicators</li> </ul>
Channels	<ul style="list-style-type: none"> <li>• The area adjacent to the footpath designed to direct rainwater to the surface water drains</li> </ul>
Litter Picked	<ul style="list-style-type: none"> <li>• Clearance of litter</li> </ul>
Benchmarked Costs	<ul style="list-style-type: none"> <li>• A system of comparing costs across different service providers</li> </ul>
PSnet	<ul style="list-style-type: none"> <li>• Public Service Network</li> </ul>
Central Establishment Costs	<ul style="list-style-type: none"> <li>• Indirect costs associated with service delivery, such as the cost of providing a payroll service.</li> </ul>
Highway Authority	<ul style="list-style-type: none"> <li>• The local authority with responsibility for maintaining the highway at public expense, e.g. Worcestershire County Council.</li> </ul>
GIS System	<ul style="list-style-type: none"> <li>• Computerised mapping system</li> </ul>
Working Time Directive	<ul style="list-style-type: none"> <li>• European Union Directive determining the maximum number of hours an individual can work.</li> </ul>
Area Based Services	<ul style="list-style-type: none"> <li>• A process of providing services within a defined area.</li> </ul>
Fly Tipping	<ul style="list-style-type: none"> <li>• The illegal dumping of waste on private land</li> </ul>
Fly Posting	<ul style="list-style-type: none"> <li>• Unauthorised advertising on the highway</li> </ul>
Cabinet	<ul style="list-style-type: none"> <li>• The collection of senior politicians with lead responsibilities for specific service areas.</li> </ul>
Burial Authority	<ul style="list-style-type: none"> <li>• A local authority with responsibility for providing a service for the burial of the dead</li> </ul>
Sack Collection	<ul style="list-style-type: none"> <li>• The system of collecting waste in sacks as opposed to wheeled bins</li> </ul>
Diamond Lift	<ul style="list-style-type: none"> <li>• The system utilised by the Council for the collection of its wheeled bin service</li> </ul>
Dispensation	<ul style="list-style-type: none"> <li>• Authorisation to have waste collected from a location other than kerbside</li> </ul>
Side Arm Press	<ul style="list-style-type: none"> <li>• The vehicles utilised by the Council for the collection of household waste</li> </ul>
Waste Forums	<ul style="list-style-type: none"> <li>• A meeting of like-minded communities to discuss issues around waste particularly waste reduction and recycling.</li> </ul>
Community Enterprise	<ul style="list-style-type: none"> <li>• A business operated by a local community usually charitable.</li> </ul>
Dry Recyclables and Recyclate	<ul style="list-style-type: none"> <li>• Cans, bottles, plastics, paper and textiles set to for recycling</li> </ul>
Compostable Waste	<ul style="list-style-type: none"> <li>• Materials suitable for composting e.g. garden waste, vegetable peelings and tea bags.</li> </ul>

Waste Collection Authority	<ul style="list-style-type: none"> <li>• A local authority with responsibility for the collection of household waste</li> </ul>
Co-Mingled and Compacted Recyclate	<ul style="list-style-type: none"> <li>• Mixed recyclate collected and compacted by mechanical means.</li> </ul>
Autoclaving System	<ul style="list-style-type: none"> <li>• High pressure steam treatment of waste prior to separation into recyclables.</li> </ul>
Organic Fraction	<ul style="list-style-type: none"> <li>• That part of the waste which is organic, i.e. paper, wood, grass etc.</li> </ul>
Scheduling System	<ul style="list-style-type: none"> <li>• A system for designing and controlling working practices e.g. refuse collection rounds.</li> </ul>
Waste Minimisation	<ul style="list-style-type: none"> <li>• Reduction in the quantity of waste and requiring processing or disposal.</li> </ul>
Community Capacity	<ul style="list-style-type: none"> <li>• The ability of a local community to deal with an issue</li> </ul>
"E" Technology	<ul style="list-style-type: none"> <li>• Information communication technology and access to computers.</li> </ul>

**DEPOT STRATEGY  
COMPARISON OF COSTS REVENUE**

<b>Sect.</b>	<b>REVENUE</b>	<b>ORIGINAL BUDGET 2005/06 £'000</b>	<b>STRATEGY COSTS £'000</b>	<b>ADDITIONAL EXPENDITURE £'000</b>
6	STREET CLEANSING	627	859	232
7	COMMUNITY PRIDE	73	275	202
8	GROUNDS MAINTENANCE	566	647	81
9	REFUSE COLLECTION	1,278	1,277	-1
10	BULKY WASTE	106	90	-16
11	NAPPY COLLECTION	0	NIL	NIL
12	RECYCLING	973	842	-131
17	COMMERCIAL SERVICES	476	441	-35
-	SPECIAL EVENTS * Management and transport charges have been included in the above service expenditure	9	9	0
	<b>DIRECT REVENUE COSTS</b>	<b>4,108</b>	<b>4,440</b>	<b>332</b>
	<b>INCOME</b>	<b>-489</b>	<b>-489</b>	<b>0</b>
	- LOSS OF INTEREST ON INVESTMENTS		157	157
	- REPAIRS AND RENEWALS RESERVE		601	601
	<b>REVISED REVENUE IMPLICATIONS OF DEPOT STRATEGY</b>	<b>3,619</b>	<b>4,709</b>	<b>1,090</b>

**DEPOT STRATEGY  
COMPARISON OF COSTS CAPITAL**

Sect.	CAPITAL	ORIGINAL BUDGET 2005/06 £'000	STRATEGY COSTS £'000	ADDITIONAL EXPENDITURE £'000
6	STREET CLEANSING	120	648	528
7	COMMUNITY PRIDE	55	215	160
8	GROUNDS MAINTENANCE	28	28	0
9	REFUSE COLLECTION	339	819	480
10	BULKY COLLECTION	0	75	75
11	NAPPY COLLECTION		NIL	NIL
12	RECYCLING		1,850	1,850
13	TRANSPORT	28	28	0
17	COMMERCIAL SERVICES	80	260	180
	<b>TOTAL SERVICES CAPITAL</b>	<b>650</b>	<b>3,923</b>	<b>3,273</b>

**Service Cost per Household**

Costs are based on 37,647 households

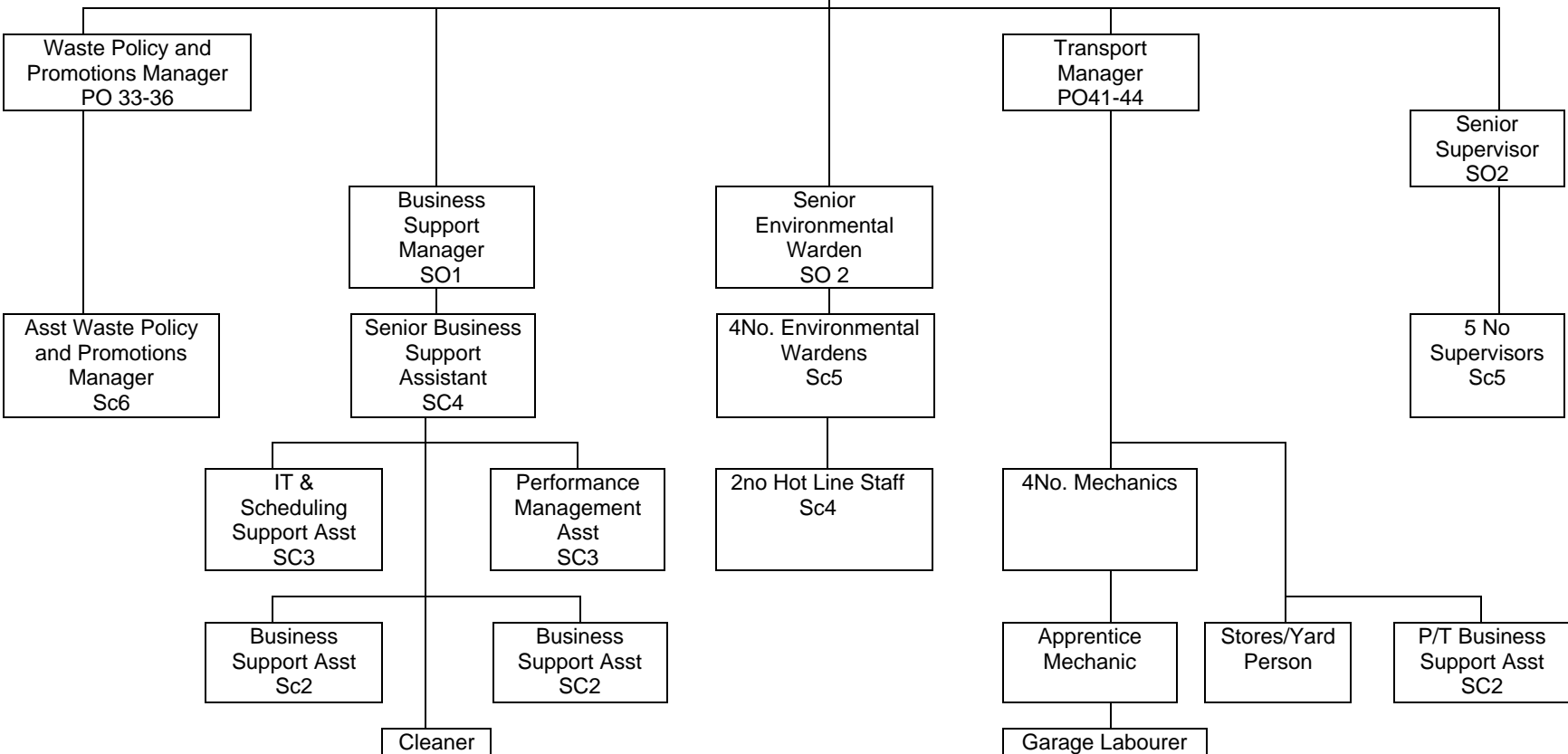
	Existing Costs £'000s	Cost per Household £	Proposed Costs £'000s	Cost per Household £
Revenue	3619	96.13	4709	125.08
Capital	650	17.27	3948	104.87

**Proposed Structure**

**Appendix 2**

Head Of Street Scene and Waste Management

Depot Services Manager  
PO 47-49



53

**BROMSGROVE DISTRICT COUNCIL**

**EXECUTIVE CABINET**

**28TH SEPTEMBER 2005**

**EXTRA CARE HOUSING FOR OLDER PEOPLE**

Responsible Portfolio Holder	Councillor P. J. Whittaker
Responsible Head of Service	Head of Strategic Housing

**1. SUMMARY**

- 1.1 The report provides members with an overview of what is meant by Extra Care Housing and how it fits in with the Government's wish to drive forward the development of real choices for older people.
- 1.2 The report summarises the action that has been taken by the Council, West Mercia Housing Group and more recently BDHT in bidding for government funding.
- 1.3 The report sets out the proposals for the re-modelling of Gilbert Court Sheltered Housing Scheme and details a request for the Council to contribute towards the capital funding of the scheme.
- 1.4 The report details a partnership strategy proposed by BDHT that in return for the Council committing funds to the provision of Extra Care Housing, offers a potential for the Council to release capital assets with a current value of up to £915,000 and to make revenue savings by assisting the Council to meet its duties to the homeless by making available improved temporary accommodation.

**2. RECOMMENDATION**

- 2.1 Members are asked to note the content of the report and support in principle, the submission of a bid by BDHT for Government funding for the provision of Extra Care Housing in the District.
- 2.2 Members are asked to consider the request by BDHT for capital funding of £1,000,000 towards the re-modelling of a sheltered housing scheme in the District to Extra Care standard on the basis of a commitment by BDHT to work in strategic partnership with the Council to provide improved alternative temporary accommodation and potentially release capital assets.

**3. BACKGROUND**

- 3.1 Extra Care Housing is a further development of traditional sheltered and Very Sheltered Housing that provides an environment that supports independent living and increases choice by providing older people with their own homes together with care and support that meets their individual needs. Extra Care housing schemes can provide 24-hour support, meals, domestic help, leisure and recreation facilities and a secure environment.

- 3.2 Evaluation of Extra Care nationally demonstrates that Extra Care schemes are able to support older people's independence for longer than traditional sheltered schemes thus enabling people to live as independently as possible for as long as possible. Schemes do however need to be planned jointly with sufficient health care and social care input to enable the housing based model of care to run successfully.
- 3.3 The Bromsgrove Community Plan identifies the introduction of Extra Care Housing units, a proportion of which will provide an alternative to care home provision, and targets the provision as a key aim under Health and Social Well Being.
- 3.4 The Government has made additional funding available to grow the development of Extra Care Housing through a fund run jointly by the Department of Health and the Housing Corporation. Its aim being to develop innovative housing with care options and stimulate effective local partnership between the NHS, Local Housing Authorities, Social Services Authorities, Care Providers, Housing Associations, Private Sector and other developers of Extra Care housing in the interests of older people.
- 3.5 A bid was submitted by the Council in 2003 for the re-modelling to Extra Care Standard of the Gilbert Court Sheltered Housing Scheme at Charford, which at the time was in the ownership of the District Council. The submission was one of the two schemes approved by the Extra Care Commissioning Group for Worcestershire for onward submission to the Department of Health. Unfortunately, the submission was not successful in gaining government funding. A second bid was made last autumn by BDHT in partnership with West Mercia Housing Group. The bid was again supported by the Worcestershire Extra Care Commissioning Group, but again government funding has been allocated elsewhere.
- 3.6 There is a further opportunity to apply for government funding this autumn and BDHT in partnership with West Mercia Housing Group are again preparing to submit a bid.

#### **4 Application for Funding**

- 4.1 To date, the bids that have been submitted for Government funding have been for the greater proportion of the capital costs, supplemented by a contribution from BDHT's business plan and revenue funding from County Council.
- 4.2 Details of the scheme proposals are set out at 6.0 below.
- 4.3 A request has been made by BDHT for the Council to consider contributing a proportion of grant funding in 2007/8 towards the proposed re-modelling to Extra Care Standard and provision of 27 additional flats at the Gilbert Court Scheme. It is considered that a joint commissioning approach will enhance the possibility of gaining Government and Housing Corporation financial support to the proposals.
- 4.4 The Capital Project Costs for the scheme are as follows:

New Build	27 units	£3,279,414
Land for new build		£540,000
Re-modelled Flats	23 units	£1,152,259
Re-modelled bung's	42 units	£703,016
External Works	92 units	£252,154
<b>Total</b>		<b>£5,926,843</b>

4.5 The proposed Capital Project Funding is as follows:

Social Housing Grant (Hsg Corp)	£1,095,207
Bromsgrove District Housing Trust	£1,895,889 (inc. land value of £540k)
Bromsgrove District Council	£1,000,000
Income from Equity sales	£1,089,000
Gov't Grant App	£846,737
<b>Total</b>	<b>£5,926,843</b>

4.6 Members are asked to consider a request by BDHT to contribute a capital grant of £1,000,000 in the period 2007/8.

4.7 BDHT understands that a contribution at the level of capital resources requested is a major investment commitment for the Council whose capital receipts are gradually depleting. In recognition of this, BDHT is proposing a joint working strategy with the Council that would assist the authority to provide a better service to homeless applicants and potentially offer the Council an opportunity to free up land/property assets with a current value of up to £915,000.

4.8 The proposed strategy is to improve the standard and type of temporary accommodation available to house homeless people to whom the Council has a duty by aiming to close some or eventually all of the four hostels, replacing the facilities with the offer of independent, dispersed flats let on short term temporary leases. This would be achieved through a combination of BDHT offering the Council additional nomination rights to dwellings in excess of the amount agreed at LSVT and may also make additional flats available through the review and possible de-commissioning of some units of sheltered housing where low demand is evidenced.

4.9 A reduction in the use of hostel type temporary accommodation would greatly improve the Council's strategic response to homelessness as, although their use for families is not illegal (as in the case of B&B), the use of hostel type temporary accommodation with shared facilities is clearly discouraged and not looked upon favourably by the ODPM.

4.10 It is planned that a gradual provision of an alternative form of more suitable temporary accommodation will enable the closure of the hostels, which are assets that potentially could be sold or utilised to enable future affordable housing provision. The four hostel buildings/sites have been assessed as having a current value of up to £915,000.

4.11 The principle of providing more suitable self contained temporary housing dispersed in the community is highly favourable as a long-term strategy. However, it must be noted that the speed at which the change can be effectively implemented is dependent upon a number of factors including the supply of suitable alternative accommodation, fluctuations in the trend of homeless applications and the effects that any major economic changes such as the Longbridge closure may have on demand from the homeless. The Council may also consider it favourable to retain at least one of the hostel establishments for the provision of more specialised housing and support for homeless clients with particular difficulties.

4.12 Ultimately, closure of the Council's hostels would enable revenue costs to be reduced, as a review of the management and supervision contract would then become necessary.

4.13 Likewise, the replacement of council owned hostel accommodation with dispersed units owned and managed by BDHT would relieve the Council of the long term capital and revenue costs of maintaining the hostels to a satisfactory standard as the structures have suffered heavy use and require extensive upgrading.



- 4.14 The partnership approach proposed by BDHT will assist the Council in targeting three of the Housing Priorities that are emerging from the consultation that has taken place in preparation for the writing of a replacement housing strategy, by:

**Priority 1 - Affordable Housing**

- ✓ Providing 27 new units of accommodation.
- ✓ Offering choice of new rented, shared ownership and fixed equity dwellings for sale in the scheme.
- ✓ Promoting opportunities for older people to move on from family housing that they may be under occupying family housing.
- ✓ Potentially freeing up development sites where new affordable housing could replace hostel accommodation.

**Priority 3 – Homelessness**

- ✓ Assisting the Council to improve and replace outdated hostel accommodation.
- ✓ Reduce capital and revenue costs of running accommodation for the homeless.
- ✓ Help the Council provide a better service to the homeless.

**Priority 4 – Assisting Older and Vulnerable People to live independently**

- ✓ New improved housing services for older people.
- ✓ 27 Extra units of accommodation for older people.
- ✓ 65 existing bungalows and flats to be modernised.
- ✓ Access to the facilities by older non scheme residents in Charford area.
- ✓ Improved choice for older people.

**5 The Strategic Fit**

- 5.1 The National Policy Context for the development of Extra Care Housing recognises a coherent role for housing in the delivery of Health and Social Care services for Older People. The challenge for commissioners is to ensure that there is a strategic vision for Health, Housing, Social Care and other services that is integrated, fits with national policy drivers and also reflects local priorities and preferences.

The Countywide Older People's Strategy sets the context and vision for the development of Housing, Health and Social Care services across the County. Within Worcestershire the 20-year vision for Housing with Care Services is predicated upon:

- More effective use of sheltered housing stock throughout the County.
- Development of Intermediate Care models within a housing context.
- Shifting the balance from acute or institutional based services to community based facilities.

- 5.2 The development of additional Extra Care Housing units fits within all three of these priority areas. The local commitment to develop Extra Care housing is reflected in the Supporting People Shadow Strategy, the six District Council housing strategies, the three Primary Care Trust local delivery plans and Social Services department commissioning plans.

- 5.3 Needs analysis work undertaken during 2004 for the development of the five year Supporting People strategy demonstrated that services for Older People was a Supporting People priority. The role of Extra Care Housing within a spectrum of housing with care options for Older People has been discussed with the eight Older People Forums in the County. There has been overwhelming support from Older People themselves and relevant Voluntary Sector organisations for this type of provision, which is currently in scarce supply within the County.
- 5.4 There is support for making a range of tenure options available in any new Extra Care housing schemes with a mix of units for rent, for shared ownership and for outright sale. In this way the Extra Care model can be provided to balance communities in a way that is sustainable due to the mix of public and private funding involved.

## **6.0 Meeting Local Housing Needs**

- 6.1 The proportion of the population aged 65 plus is due to increase by 3% by 2011 within Worcestershire. Attached as Appendix 1 is demographic information about the Worcestershire older population together with availability of residential, nursing and sheltered housing places. This analysis highlights the scarcity of Extra Care housing within the County with currently only Evesham and Redditch having Extra Care provision, although work is currently underway to develop an Extra Care scheme in Kidderminster in Wyre Forest. The current agreed priority for the Extra Care Commissioning Group is to develop at least one Extra Care housing scheme within each of the localities within the County.

## **7. The scheme proposals**

- 7.1 The proposals are to extend and modernise the Gilbert Court Sheltered Housing Scheme as follows:  
Build an additional 27 flats  
Re-model 23 existing flats to EC standard  
Re-model 42 existing bungalows  
External works  
Enhanced community facilities inc. dining facilities, shop, IT suite, hairdressing saloon etc.

It is proposed that the accommodation would comprise:

- 79 units for rent
- 8 units for shared ownership
- 5 units for sale

The scheme meets the Department of Health criteria for the development of Extra Care housing as follows:

### **7.2 Innovative Design**

The scheme makes effective use of existing sheltered stock to ensure that the existing assets are developed to meet need and reflect good practice in the delivery of Extra Care housing. The scheme involves some new build units of accommodation utilising land currently owned by the Bromsgrove District Housing Trust enabling an extension to the scheme to achieve an additional 27 units of accommodation. Assistive technology will be incorporated to ensure that the needs of older people with physical and mental frailty can be met cost effectively and appropriately in a non-institutional setting. Building design has been carefully planned to achieve homes that will promote independence whilst allowing the flexible delivery of care and support to meet individual need.

### 7.3 Innovative Service Delivery

The design puts the older person at the heart of service delivery. Care and support services are designed to promote independence, to allow flexible use of care hours where required, to use new assistive technology appropriately and to allow health and rehabilitation services to be delivered in a domestic setting.

A Community Scheme Manager would take responsibility for managing the scheme and co-ordinating the input of the care team and health staff. Admission arrangements to the Extra Care schemes will be managed by a joint allocation panel with Health, Social Care and Housing input. This process works effectively in Worcestershire in the existing Extra Care Schemes and would be employed in the proposed scheme to ensure that the resource is appropriately targeted to meet people's needs.

Intermediate care facilities would be provided in addition to standard extra care to provide an alternative to the current nursing home based intermediate care available in the County. There is commitment from the PCTs and the Re-ablement Team to develop intermediate care in a domestic environment that can effectively support people to return home from hospital if appropriate. The proposal also includes the availability of one flat for respite.

### 7.4 Community use of the Building

The geographical location of the scheme is well situated so that facilities within the Extra Care scheme can be available to the wider community, for example day facilities and community meals. In addition the Extra Care schemes would link to existing community services to ensure that the residents could access innovative types of community services.

### 7.5 Partnership

The potential development of Extra Care housing is an effective example of partnership in practice both at strategic and operational levels. At a strategic level the Extra Care Commissioning Group brings together senior staff from the ten commissioning agencies within the County. Multi- agency groups have been established to support the detailed proposals. The Extra Care Commissioning Group will function as a programme board for any successful bid ensuring that any potential difficulties are highlighted and resolved at an early stage to ensure that the Department of Health objective of developing extra places can be achieved in a timely fashion.

### 7.6 Funding

The proposals for the re-modelling of Gilbert Court have been assessed against the criteria of value for money in relation to both capital and revenue when the bids have been submitted over the past two years and found to represent excellent value for money due to the factoring in of additional sources of capital. BDHT has committed their own capital to the bid and this is supplemented by the capital receipts of Extra Care units that are for sale or shared ownership. This has reduced the amount of capital required from the Department of Health fund.

In terms of revenue, a detailed analysis has been undertaken by Social Services finance staff to ensure that all costs have been factored into the revenue analysis. Gilbert Court currently has Supporting People revenue funding going into the existing category two scheme which will be carried forward into the Extra Care scheme. The revenue costs for the care element of the scheme has been modelled on the basis of one-third low dependency, one-third medium dependency and one-third high dependency. In this context low dependency equates to people currently living in the community or in sheltered accommodation, medium dependency relates to people living independently with domiciliary packages of care funded by the Social Services and high dependency relates to people currently in residential care. The additional capacity factored in by high dependency units will enable the Social Services department to support people in Extra Care housing rather than in residential care.

## **8. Financial Implications**

- 8.1 The financial implications for the Council relate to a request for capital grant funding. The financial risk would be carried by the developing RSL and the care and support revenue costs are to be managed by County Council. The County Council Social Services Department is committed to the provision of Extra Care housing in the County and has identified it as a priority within its Commissioning Strategy for Older People. Accordingly for a scheme that gains approval, Social Services is committed to contributing £500,000 pa revenue support for care provision within an Extra Care Scheme in addition to the Supporting People funding stream for support.
- 8.2 The proposal represents an example of partnership working between, District Council, Social Services, Supporting People and a Registered Social Landlord. The link with the newly developing Local Area Agreements through LSP partnerships has been raised with Social Services.
- 8.3 If the Council were to contribute £1,000,000 to the scheme from the District Council's capital reserves there would be an annual loss of interest of £47,500 (based upon rates of 4.75%pa), however this would be negated if the 4 hostels were sold and a capital receipt of £915,000 realised.
- 8.4 Obviously members could take the decision to dispose of some, but not all of the hostels, the lost investment interest would depend upon exactly which ones. As mentioned in the report this could be somewhat offset by the reduction in capital expenditure requirements for refurbishment of the hostels.

## **Background papers**

None

## **Contact Officer**

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## **Appendix**

Unfortunately, an electronic version of this document is currently not available. However, a hard copy of this document is available on request from the Council House.

**BROMSGROVE DISTRICT COUNCIL**

**EXECUTIVE CABINET**

**28TH SEPTEMBER 2005**

**BROMSGROVE TECHNOLOGY PARK - DESIGN GUIDE**

Responsible Portfolio Holder	Councillor Mrs. M. M. T. Taylor
Responsible Head of Service	Mr. P. Allen - Interim Head of Planning and Environment Services

**1. SUMMARY**

- 1.1 A design guide has been prepared for the new Bromsgrove Technology Park a copy of which has been placed in the Members' room. Advantage West Midlands, Bromsgrove District Council, and Central Technology Belt were responsible for its preparation. The new park will be situated on a 10-hectare site formerly occupied by part of the Garringtons forging plant.
- 1.2 The document describes the form of development and standards to be required within known constraints and identified opportunities. The design guide will help to encourage and promote the evolution of a high status technology based business park.
- 1.3 The design guide is split up into a number different sections, firstly sections explaining the vision and the principle behind the Central Technology Belt and Bromsgrove technology park, followed by a brief site analysis and masterplan outlining the potential layout and phasing of the site. More detailed sections explaining the design principles, and the landscape strategy form a considerable element of the guide. Two final sections highlight the development team and contain the supporting appendices.

**2. RECOMMENDATION**

- 2.1 That Members approve the guide as a material consideration when considering development proposals on the site. All applications will be judged against the principles of design and layout indicated in this design guide.

**3. BACKGROUND INFORMATION**

- 3.1 The central technology belt closely follows the route of the A38 from Birmingham to Worcester. The aim of the belt is to support the diversification of the regions manufacturing industry, into new technology rich sectors. The regions further educational establishments many of which are situated on the A38 corridor contain high number of graduates in fields such as science, engineering, medicine and business management, the central technology belt aims to take advantage of these skills. The Bromsgrove technology park forms an important new location along the route.

3.2 The vision for the technology park is the creation of a community of companies that will all use high technology as an integral part of their business activity. It is intended the companies attracted to the site will be a mixture of new business start-ups, and established businesses.

**4. Financial Implications**

4.1 The design guide has been fully funded by Advantage West Midlands. There are no financial implications to Bromsgrove District Council.

**5. Legal Implications**

None

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**BROMSGROVE DISTRICT COUNCIL**

**EXECUTIVE CABINET**

**28TH SEPTEMBER 2005**

**CAPITAL OUTTURN 2004/05**

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

**1. SUMMARY**

1.1 The purpose of this report is to inform Executive Cabinet of the overall position on capital spending for 2004/05, the financing of that capital expenditure and to request the carry forward of specified budgets into 2005/06. It should be noted that the amounts contained within this report are still subject to audit and therefore may change.

**2. RECOMMENDATION**

2.1. It is recommended that:

2.1.1. That the capital spending of £7.238m against the 2004/05 Revised Capital Budget, and the capitalisation of expenditure amounting to £2.082m relating to costs incurred on the Large Scale Voluntary Transfer of the council housing stock to Bromsgrove District Housing Trust be noted.

2.1.2. That the financing of capital expenditure totalling £10.699m for year 2004/05 be noted.

2.1.3. Full Council is requested to approve the carry forward of budgets amounting to £1.391m to the Revised Capital Budget for 2005/06.

2.1.4. Executive Cabinet approve the carry forward from 2004/05 to year 2005/06 of revenue resources amounting to £16.5k for the purpose of financing of the Shopmobility scheme.

**3. BACKGROUND**

3.1 On 18th February 2004 Executive Cabinet approved the original 2004/05 Capital Budget of £7.893m for the authority. Following on from the 2003/04 Capital Outturn Executive Cabinet approved a Revised Capital Budget for 2004/05 totalling £9.272m on 21st July 2004 which included the 'rolling forward' of budgets to 2004/05 for approved schemes, and the latest resource requirements. Other schemes have been approved during the year as detailed below.

3.2 On 13th October 2004 Executive Cabinet approved a £12k proposal to install key pads and associated signage costs at car parks to allow the entry of vehicle registration numbers to prevent the swapping of tickets. This scheme has been funded from car park income.



- 3.3 On 10th November 2004 Executive Cabinet approved the following changes to the 2004/05 revised capital budget for schemes at the Dolphin Centre. The existing scheme for renewing/repairing the roof coverings was amended to a total of £34k and a new scheme for replacement of the roof cladding totalling £8k was agreed. It was also agreed that a scheme costing £35k for the installation of a second lift be brought forward to 2004/05 from the Capital Programme for 2005/06.
- 3.4 On 15th December 2004 Executive Cabinet approved a capital scheme to replace the roof at the Spadesbourne Suite totalling £30k. (See also paragraphs 4.6 & 4.7)
- 3.5 On 19th January 2005 Executive Cabinet approved the addition of a scheme totalling £50k for the provision of cinema equipment at the Artrix to be funded from Section 106 funds provided as part of the Oakalls housing development.
- 3.6 On 16th March 2005 Executive Cabinet approved a scheme totalling £35k to provide CCTV at Hagley Playing Fields with funding from Government Home Office Grant and a contribution from Hagley Parish Council.
- 3.7 The cost of providing the Service Centre has been jointly funded by the Council and Worcestershire County Council (WCC). The budget for the provision of the Service Centre was included in the Revised Capital Budget for 2004/05 at £350k for the Council's share of the costs only, and in addition to this, £264k has been received from WCC as their share towards the cost of provision.
- 3.8 This contribution has been added to the Council's budget making a gross budget for the scheme of £614k because the Council has been responsible for the payment of all costs.
- 3.9 All of the schemes referred to in paragraphs 3.2 to 3.8 above have been added to the Revised Capital Budget for 2004/05 making a total budget of £9.698m.
- 3.10 During the 2004/05 financial year, monthly budget monitoring has been carried out against the Revised Capital Budget and monthly statements have been provided to budget holders with quarterly reporting to Executive Cabinet.

#### **4. CAPITAL OUTTURN 2004/05**

- 4.1 Total capital expenditure on schemes in the 2004/05 Revised Capital Budget amounted to £7.238m, which represents an underspend of £2.460m against the budget total of £9.698m.
- 4.2 A complete summary is given at **Appendix 1** which provides a breakdown of all over and under spends, and all carry forward requests, for each of the scrutiny committees as included in the 2004/05 annual budget book.
- 4.3 Expenditure totalling £2.082m which relates to costs incurred on the Large Scale Voluntary Transfer of the council housing stock to Bromsgrove District Housing Trust has also been capitalised making total capital expenditure of £9.320m. See **Table 2** for further details.
- 4.4 It is important to note that the variations have arisen because of lower than anticipated spending in the year and the need to carry forward budgets on schemes (both committed and uncommitted as identified in **Appendix 1**) totalling £1.730m has been identified. The funding for these schemes has not been lost and can be "rolled forward" and used in the Revised Capital Budget for 2005/06 as necessary.

- 4.5 On 6th September 2005 Council approved the budget carry forward of £339k to the 2005/06 Revised Capital Budget for the purchase of refuse freighters.
- 4.6 On 22nd June 2005 it was reported to Executive Cabinet that there was a £24,431 budget shortfall on the Shopmobility capital scheme with the cost of the scheme having risen to £99,431. It was recommended that the increased cost be accepted and that the budget shortfall be met from an expected saving of £8,500 from the £30k capital budget for the re-roofing of the Spadesbourne Suite, with the balance being met from working balances in 2005/06.
- 4.7 The 2004/05 £30k capital budget for re-roofing the Spadesbourne Suite is however included on the schedule of schemes where budget carry forward is required and Executive Cabinet approval is therefore now required for carry forward to 2005/06 to finance the re-roofing work and the additional costs of the Shopmobility scheme.
- 4.8 Approval is therefore also required from Executive Cabinet to carry forward revenue resources amounting to £16.5k from 2004/05 to year 2005/06 for the financing of the Shopmobility scheme.
- 4.9 Resources for all on-going schemes now need to be rolled forward and included in the Revised Capital Budget for 2005/06 which will be considered in its entirety at a later date, to finance the completion of such schemes.
- 4.10 Council approval is therefore now required for the carrying forward of the remaining budgets totalling £1.391m to the 2005/06 Revised Capital Budget to finance the completion of the schemes. £0.501m of the carry forward requested for approval is funded by specific Government Grants and external contributions, and £0.217m is funded from Section 106 receipts which must be spent or risks having to be returned to building developers. See **Table 1** for an analysis of budget carry forwards requested. More detail on the reasons why the carry forwards are required can be seen within **Appendix 1**.

**TABLE 1 – SCHEMES REQUIRING BUDGET CARRY FORWARD**

CAPITAL SCHEME	CARRY FORWARD ALREADY APPROVED £k	ADDITIONAL CARRY FORWARD REQUESTED £k	TYPE OF FUNDING
Energy Performance	0	12	Energy Trust Grant
CCTV Station Sites – Wythall & Alvechurch	0	21	Capital Receipts
CCTV Hagley Playing Fields	0	10	Contribution
Implementing Electronic Government IT – 2004-05 Schemes	0	110	Government Grant
Implementing Electronic Government IT – 2003-04 Schemes	0	37	Government Grant
Provision of Service Centre	0	77	Capital Receipts
Flex Time Machines	0	2	Capital Receipts
Green Lane Drainage Scheme	0	3	Capital Receipts

CAPITAL SCHEME	CARRY FORWARD ALREADY APPROVED £k	ADDITIONAL CARRY FORWARD REQUESTED £k	TYPE OF FUNDING
Shopmobility – Provision & Equipment	0	5	Capital Receipts
Mill Lane Town Centre Access Imps	0	2	Capital Receipts & £60k S106
4 Houses on Garage Sites Grafton & Foxwalks	0	64	S106
Grants to RSL – York Rd & Hollywood Lane	0	88	S106
Grants to RSL – Flat over shops High St	0	65	S106
Disabled Facilities Grants – Legally Committed Expenditure	0	123	Capital Receipts
Disabled Facilities Grants – Slippage Request	0	175	Capital Receipts
Depot – General Vehicles & Plant	339	0	Capital Receipts
Replacement of Roof – Spadesbourne Suite	0	30	Capital Receipts
Catshill Community Project (b/f from 2002/03)	0	35	Capital Receipts
Dolphin Centre Upgrade	0	171	Capital Receipts
Renew/Repair Roof at Dolphin Centre	0	13	Capital Receipts
Replacement of Roof Cladding at Dolphin Centre	0	8	Capital Receipts
Sports Hall Inflatable	0	8	Capital Receipts
Improvements to Sanders Park	0	132	Government Liveability Grant
Improvements to Rubery Park	0	159	Government Liveability Grant
New Park at Barnsley Hall	0	25	Mainly Government Liveability Grant
Regeneration of Two Allotment Sites	0	16	Government Liveability Grant
<b>TOTALS</b>	<b>339</b>	<b>1,391</b>	

## 5. **CAPITAL EXPENDITURE 2004/05**

- 5.1 **Appendix 1** summarises the original budget, revised budget, and capital outturn by Scrutiny Committee for 2004/05. The variances are shown against the Revised Capital Budget because this is the most meaningful comparison as it takes into account the latest available information on capital resources.

## **6 CAPITAL OUTTURN 2004/05 – FINANCING**

- 6.1 Capital expenditure is monitored and reported on an accruals basis (i.e. accruals for sundry creditors and debtors are included at the year end) but capital accounting regulations have traditionally required capital expenditure to be financed on a 'cash payments' basis which excludes opening and closing accruals.
- 6.2 This has now changed and from 2004/05 financing is also to be on an accruals basis. In this year of change we have financed the closing accruals which are included in the expenditure being reported, and we have also had to finance expenditure amounting to £1.379m which was charged to year 2003/04 as accruals, but which fall into 2004/05 on a 'cash payment' basis because of the date of actual payment. From the year 2005/06 capital expenditure will be reported and financed in the Statement of Accounts on an accruals basis.
- 6.3 The funding/financing arrangements in respect of actual capital payments in 2004/05 and the additional £1.379m referred to in paragraph 6.2 is summarised below in **Table 2** (subject to audit):

**TABLE 2 - FINANCING**

<b>Provisional Financing – 2004/05</b>	<b>Available Capital Resources 01/04/04 £'000</b>	<b>Used for Financing in 2004/05 £'000</b>	<b>Resources Received In 2004/05 £'000</b>	<b>Balance Available as at 31/03/05 £'000</b>
Section 106 Agreements	3,018	926	240	2,332
Government Grants	193	1,147	1,361	407
Capital Receipts	27,725	7,974	690	20,441
External Contributions	0	269	279	10
Direct Revenue Financing	0	33	33	0
*Specified Capital Grant (SCG)	(5)	160	165	0
**Major Repairs Allowance (MRA)	190	190	0	0
<b>Total</b>	<b>31,121</b>	<b>10,699</b>	<b>2,768</b>	<b>23,190</b>

\* Specified Capital Grant is the 60% grant provided by Central Government towards the cost of Mandatory Disabled Facilities Grants.

\*\* Major Repairs Allowance is the Government Grant provided by Central Government towards the costs of bringing homes up to a decent standard. This grant has ceased following the transfer of the council housing stock to Bromsgrove District Housing Trust in March 2004.

## **7. FINANCIAL IMPLICATIONS**

- 7.1 As shown in the body of the report.

## **8. LEGAL IMPLICATIONS**

- 8.1 None.

**BACKGROUND PAPERS**

Working Papers

**CONTACT OFFICER**

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**BROMSGROVE DISTRICT COUNCIL**  
**CAPITAL BUDGET MONITORING STATEMENT - 2004/05**  
**ACCOUNTING PERIOD 13 - MARCH 2005 (ACCRUAL BASIS)**

**SUMMARY**

(1)	(2)	(3)	(4)	(6)
MONITORED AGAINST THE 2004/05 JULY 2004 REVISED CAPITAL BUDGET & APPROVED ADDITIONS	APPROVED CAPITAL BUDGET 2004/05	TOTAL PAYMENTS	VARIATION TO BUDGET  (3 - 2)	CARRY FORWARD REQUESTED
	£	£	£	£
<u>SCRUTINY COMMITTEE</u>				
Policy & Strategy	1,520,000	1,076,980	(443,020)	269,233
Housing & Planning Policy	2,577,000	1,431,367	(1,145,633)	525,000
Health & Leisure (Environmental Health Only)	2,618,000	2,252,062	(365,938)	339,000
Health & Leisure (Leisure Services Only)	2,983,000	2,478,019	(504,981)	596,160
<b>GRAND TOTALS - CAPITAL PROGRAMME</b>	<b>9,698,000</b>	<b>7,238,428</b>	<b>(2,459,572)</b>	<b>1,729,393</b>
Capitalisation of Housing Transfer Costs				
LSVT Levy		1,962,563	1,962,563	
BDHT New Landlord Set Up Costs		84,202	84,202	
BDC Post-Ballot Costs		34,804	34,804	
Sub Total	0	2,081,569	2,081,569	0
<b>GRAND TOTALS</b>	<b>9,698,000</b>	<b>9,319,997</b>	<b>(378,003)</b>	<b>1,729,393</b>
Accruals charged to 2003/04 but financed in 2004/05		1,379,095	1,379,095	
Less: Budget carry forwards already approved				(339,000)
<b>OVERALL TOTAL</b>	<b>9,698,000</b>	<b>10,699,092</b>	<b>1,001,092</b>	<b>1,390,393</b>

Note: Underspends are shown as red negative figures.

**BROMSGROVE DISTRICT COUNCIL**  
**CAPITAL BUDGET MONITORING STATEMENT - 2004/05**  
**ACCOUNTING PERIOD 13 - MARCH 2005 (ACCRUAL BASIS)**

**GENERAL FUND - POLICY & STRATEGY SCRUTINY COMMITTEE**

(1) MONITORED AGAINST THE 2004/05 JULY REVISED CAPITAL BUDGET & APPROVED ADDITIONS			(2)	(3)	(4) CORPORATE DIRECTOR	(5) BUDGET HOLDER	(6) BUDGET MANAGER	(7) APPROVED CAPITAL BUDGET 2004/05 £	(8) TOTAL EXPENDITURE £	(9) VARIATION TO BUDGET (8 - 7) £	(10) CARRY FORWARD REQUESTED £	(11) BUDGET HOLDER REASONS FOR VARIANCES > £10K
Capital Code	Funding	2004/05 Schemes										
		Technical Services:-										
GC1040		Community Safety Grants	C Savage	C Savage	G Roche	15,000	0	(15,000)				An underspend has occurred because the Community Safety Grants provided have mainly been revenue in nature rather than capital.
GC1100		Energy Performance (inc 2003/04)	C Savage	C Savage	C Savage	30,000	18,313	(11,687)		12,000		A grant application has been submitted to the Energy Trust and £15k partnership funding towards this scheme has been secured. The work was being carried out over the financial year end and the project was completed in June 2005. Carry forward of the remaining budget of £12k to 2005/06 to cover the completion of the scheme is therefore requested.
GC042		Disabled Discrimination Act Improvements (2003/04 Scheme)	C Savage	C Savage	C Savage	26,000	17,807	(8,193)				Improvements have been ongoing throughout the year. All works for 2004/05 have been completed at less than the projected cost producing a saving against budget.
GC1101		Stoney Hill & East Rd/West Rd Traffic Calming	C Savage	C Savage	P Lees	42,000	43,632	1,632				project is complete
GC1022		Council House Internal Lighting Imps (Health & Safety)	C Savage	C Savage	C Savage	20,000	5,215	(14,785)				Lighting improvements have been ongoing throughout the year. All works for 2004/05 have been completed producing a saving against budget.
GC1048		C.C.T.V Station Sites (2003/04 Scheme) Wythall & Alvechurch	C Savage	C Savage	C Savage	60,000	39,200	(20,800)		21,000		The project was delayed due to the need to obtain £10k of external funding from Central Trains which has now been received. The work was carried out over the two financial years and was finally completed in June 2005. Carry forward of the remaining budget is therefore requested to cover completion of the scheme.
GC074		C.C.T.V. Control Room - Computer Software (2003/04 Scheme)	C Savage	C Savage	C Savage	2,000	0	(2,000)				Project is complete
GC072		C.C.T.V. Rubery Scheme - Community Safety (2003/04 Scheme) (Gov't Grant)	C Savage	C Savage	G Roche	7,000	7,272	272				Project is complete.
GC1102		Hagley Playing Fields CCTV Scheme (2004/05) (Funded by Gov't Grant & Hagley Parish Council)	C Savage	C Savage	G Roche	35,000	25,192	(9,808)		10,000		This is an additional scheme approved by Executive Cabinet on 16th March 2005. The work was ongoing during March and April 2005 and carry forward of the remaining budget to 2005/06 is therefore requested.

**BROMSGROVE DISTRICT COUNCIL**  
**CAPITAL BUDGET MONITORING STATEMENT - 2004/05**  
**ACCOUNTING PERIOD 13 - MARCH 2005 (ACCRUAL BASIS)**

**GENERAL FUND - POLICY & STRATEGY SCRUTINY COMMITTEE**

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)
MONITORED AGAINST THE 2004/05 JULY REVISED CAPITAL BUDGET & APPROVED ADDITIONS			CORPORATE DIRECTOR	BUDGET HOLDER	BUDGET MANAGER	APPROVED CAPITAL BUDGET 2004/05	TOTAL EXPENDITURE	VARIATION TO BUDGET (8 - 7)	CARRY FORWARD REQUESTED	BUDGET HOLDER REASONS FOR VARIANCES > £10K
						£	£	£	£	
-		Building Safer Communities (Gov't Funded)	C Savage	C Savage	G Rocke	30,000	0	(30,000)		This budget is for the post of Anti Social Behaviour Co-ordinator funded by Government Grant and as such is revenue in nature.
GC1021		Council House - changes to office accommodation (post LSVT)	C Savage	C Savage	C Savage	50,000	48,544	(1,456)		Work is ongoing throughout the year. All projects are complete at year end.
GC075		Cofton Hackett Traffic Calming/Speed Cameras (Grant)	C Savage	C Savage	C Savage	0	13,505	13,505		The overspend relates to an environmental enhancement scheme which was approved by the old Policy & Resources Committee. The scheme was started in 2003/04 and completed in 2004/05 for traffic calming and owing to an oversight a budget was not created for this scheme in 2003/04.
-										
		<b>SUB-TOTAL Technical Services</b>				<b>317,000</b>	<b>218,680</b>	<b>(98,320)</b>	<b>43,000</b>	
		<b>Financial Services:-</b>								
GC040		Upgrade to IT Payroll System (2003/04 Scheme)	K Dicks	J Pickering	K Day	3,000	2,734	(266)		Scheme is complete.
GC461		Finance I.T. Upgrade (An IEG Project)	K Dicks	J Pickering	J Pickering	0	491	491		Expenditure relates to minor slippage from 2003/04.
		<b>SUB-TOTAL Financial Services</b>				<b>3,000</b>	<b>3,225</b>	<b>225</b>	<b>0</b>	
		<b>Information &amp; Communications Technology:-</b>								
		<b>Implementing Electronic Government (I.E.G. Net) (£350k Gov't Grant Budget) See projects below:-</b>								
GC1030		- Gazetteer Linkage (IEG Gov't Grant 2004/05)	K Dicks	K Dicks	K Dicks	20,000	8,261	(11,739)		Project ongoing. Carry forward of remaining budget to financial year 2005/06 is requested and this is included in the £110,408 total below. Funded from Government IEG grant.
GC1031		- Web Based Templates (IEG Gov't Grant 2004/05)	K Dicks	K Dicks	K Dicks	25,000	25,935	935		This project is complete. Funded from Government Implementing Electronic Government Grant (IEG Grant).
GC1032		- E-GIF Compliance / Security (IEG Gov't Grant 2004/05)	K Dicks	K Dicks	K Dicks	23,000	21,417	(1,583)		Project ongoing. Carry forward of remaining budget to financial year 2005/06 is requested and this is included in the £110,408 total below. Funded from Government IEG grant.
GC1033		- Content Management (Ph II) / Intranet (IEG Gov't Grant 2004/05)	K Dicks	K Dicks	K Dicks	25,000	8,675	(16,325)		Project ongoing. Carry forward of remaining budget to financial year 2005/06 is requested and this is included in the £110,408 total below. Funded from Government IEG grant.
GC1034		- Active Directory / MS Exchange (IEG Gov't Grant 2004/05)	K Dicks	K Dicks	K Dicks	30,000	12,642	(17,358)		Project completed at lower than expected cost. Carry forward of remaining budget to financial 2005/06 is requested for reallocation to new IEG schemes and this is included in the £110,408 total below. Funded from Government IEG grant.



**BROMSGROVE DISTRICT COUNCIL**  
**CAPITAL BUDGET MONITORING STATEMENT - 2004/05**  
**ACCOUNTING PERIOD 13 - MARCH 2005 (ACCRUAL BASIS)**

**GENERAL FUND - POLICY & STRATEGY SCRUTINY COMMITTEE**

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)
MONITORED AGAINST THE 2004/05 JULY REVISED CAPITAL BUDGET & APPROVED ADDITIONS			CORPORATE DIRECTOR	BUDGET HOLDER	BUDGET MANAGER	APPROVED CAPITAL BUDGET 2004/05	TOTAL EXPENDITURE	VARIATION TO BUDGET (8 - 7)	CARRY FORWARD REQUESTED	BUDGET HOLDER REASONS FOR VARIANCES > £10K
						£	£	£	£	
GC1035		- Intranet GIS & Internet (IEG Gov't Grant 2004/05)	K Dicks	K Dicks	K Dicks	15,000	2,662	(12,338)		Project ongoing. Carry forward of remaining budget to financial year 2005/06 is requested and this is included in the £110,408 total below. Funded from Government IEG grant.
GC1058		- E-billing/ e-invoicing (2004/05)	K Dicks	K Dicks	K Dicks	35,000	0	(35,000)		Project did not commence in the year and is scheduled for 2005/06. Carry forward of the budget to financial year 2005/06 is therefore requested and is included in the £110,408 total below. Funded from Government IEG grant.
GC1059		- E-mail management & archiving (2004/05)	K Dicks	K Dicks	K Dicks	20,000	0	(20,000)		Project did not commence in the year and is scheduled for 2005/06. Carry forward of the budget to financial year 2005/06 is therefore requested and is included in the £110,408 total below. Funded from Government IEG grant.
GC1060		- Enterprise Workflow (2004/05)	K Dicks	K Dicks	K Dicks	67,000	0	(67,000)		Project did not commence in the year and is scheduled for 2005/06. Carry forward of the budget to financial year 2005/06 is therefore requested and is included in the £110,408 total below. Funded from Government IEG grant.
GC1061		- Worcestershire e-hub project (2004/05)	K Dicks	K Dicks	K Dicks	90,000	90,000	0		This project is complete. Funded from Government Implementing Electronic Government Grant (IEG Grant).
			K Dicks	K Dicks	K Dicks	0		0	110,408	The carrying forward of £70k was agreed in the 2005/06 budget process and has been included in the Original Capital Budget for 2005/06. Approval is now requested to carry forward the remaining IEG budget total of £110,408 for allocation over the projects involved in 2005/06. This budget comprises Government Implementing Electronic Government Grant. (IEG Grant).
		<b>SUB-TOTAL IEG £350k 2004-05 Budget</b>				<b>350,000</b>	<b>169,592</b>	<b>(180,408)</b>	<b>110,408</b>	
GC465		Implementing Electronic Government (I.E.G. Net) (£111k Budget) (2003/04 Projects) See projects below:-				0	0	0		
GC465		-LLPG/Planning (funded from capital receipts)	K Dicks	K Dicks	K Dicks	3,000	0	(3,000)		This project is complete. No carry forward is required. Funded from capital receipts.
GC465		-Land Charges (funded from IEG Gov't Grant)	K Dicks	K Dicks	K Dicks	33,000	35,233	2,233		This project is complete. Funded from Government Implementing Electronic Government Grant (IEG Grant).
GC465		-Members on-line (funded from IEG Gov't Grant)	K Dicks	K Dicks	K Dicks	50,000	32,569	(17,431)		This project is ongoing. Carry forward of the remaining budget to year 2005/06 is requested and this is included in the £36,825 budget total below. Funded from Government Implementing Electronic Government Grant (IEG Grant).

**BROMSGROVE DISTRICT COUNCIL**  
**CAPITAL BUDGET MONITORING STATEMENT - 2004/05**  
**ACCOUNTING PERIOD 13 - MARCH 2005 (ACCRUAL BASIS)**

**GENERAL FUND - POLICY & STRATEGY SCRUTINY COMMITTEE**

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)
MONITORED AGAINST THE 2004/05 JULY REVISED CAPITAL BUDGET & APPROVED ADDITIONS			CORPORATE DIRECTOR	BUDGET HOLDER	BUDGET MANAGER	APPROVED CAPITAL BUDGET 2004/05	TOTAL EXPENDITURE	VARIATION TO BUDGET (8 - 7)	CARRY FORWARD REQUESTED	BUDGET HOLDER REASONS FOR VARIANCES > £10K
						£	£	£	£	
GC465		-e-payments/ATP/Webb (funded from IEG Gov't Grant)	K Dicks	K Dicks	K Dicks	2,000	1,867	(133)		This project is complete. Carry forward of the remaining budget to year 2005/06 is requested and this is included in the £36,825 budget total below. Funded from Government Implementing Electronic Government Grant (IEG Grant).
GC465		-e-procurement/e-tending (funded from IEG Gov't Grant)	K Dicks	K Dicks	K Dicks	23,000	1,506	(21,494)		This project is ongoing. Carry forward of the remaining budget to year 2005/06 is requested and this is included in the £36,825 budget total below. Funded from Government Implementing Electronic Government Grant (IEG Grant).
									36,825	Approval is required for the carry forward of the remaining IEG budget total of £36,825 to year 2005/06 for allocation over the projects involved.
		<b>SUB-TOTAL IEG 2003-04 Continuing Schemes</b>				<b>111,000</b>	<b>71,175</b>	<b>(39,825)</b>	<b>36,825</b>	
		<b>Corporate IT Equipment &amp; Upgrades (£122k Budget) See below:-</b>								
GC1008		- Provision of new IT equipment (Financial Services)	K Dicks	J Pickering	J Pickering	10,000	7,657	(2,343)		The project is complete
GC1010		- New HR Software Package	K Dicks	S McGowan	L Morris	30,000	0	(30,000)		Project is dependant on the restructuring of the Personnel Department which has been delayed. This budget will not be spent this year and is now included in the Capital Programme for 2005/06 and 2006/07.
GC1001		- Contaminated Land - Land Use/Geological Mapping Data Set (Environmental Health)	K Dicks	K Dicks	K Dicks	3,000	1,720	(1,280)		Project completed. £1k saved by acquiring info from Env. Agency free of charge.
GC1002		- Contaminated Land - Historical Mapping Equipment (Environmental Health)	K Dicks	K Dicks	K Dicks	12,000	13,500	1,500		Combined with GC1003 below, project complete and all money spent.
GC1003		- Contaminated Land - Historical Mapping IT Software (Environmental Health)	K Dicks	K Dicks	K Dicks	7,000	5,049	(1,951)		Combined with GC1002 above, project complete and all money spent.
GC1013		- GIS/IT Server Upgrading (Planning Services)	K Dicks	K Dicks	P Crysell	15,000	12,499	(2,501)		Scheme is complete.
GC1014		- Presentational Equipment for Council Chamber (Planning Services)	K Dicks	K Dicks	P Crysell	10,000	8,848	(1,152)		Scheme is complete.
GC1017		- Consultancy to further develop current performance management software (Audit/Best Value)	K Dicks	K Dicks	K Dicks	35,000	28,236	(6,764)		Scheme is complete.
		<b>SUB-TOTAL IT Equipment &amp; Upgrades</b>				<b>122,000</b>	<b>77,509</b>	<b>(44,491)</b>	<b>0</b>	
		<b>Miscellaneous:-</b>								

**BROMSGROVE DISTRICT COUNCIL**  
**CAPITAL BUDGET MONITORING STATEMENT - 2004/05**  
**ACCOUNTING PERIOD 13 - MARCH 2005 (ACCRUAL BASIS)**

**GENERAL FUND - POLICY & STRATEGY SCRUTINY COMMITTEE**

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)
MONITORED AGAINST THE 2004/05 JULY REVISED CAPITAL BUDGET & APPROVED ADDITIONS			CORPORATE DIRECTOR	BUDGET HOLDER	BUDGET MANAGER	APPROVED CAPITAL BUDGET 2004/05	TOTAL EXPENDITURE	VARIATION TO BUDGET  (8 - 7)	CARRY FORWARD REQUESTED	BUDGET HOLDER REASONS FOR VARIANCES > £10K
						£	£	£	£	
GC1023		Provision of Service Centre - BDC Share (I.E.G) (funded from capital receipts)	K Dicks	K Dicks	K Dicks	614,000	536,799	(77,201)	77,000	Service Centre is now complete. This scheme was part funded to the value of £263,856 by external funding. After taking this into account there is a saving of £77K against budget. Budget carry forward is required in order to fund alterations to reception areas at the Council House and the establishment of a centralised post opening room.
GC476		Flex Time Machine (2002/03 Scheme)	K Dicks	S McGowan	L Morris	3,000	0	(3,000)	2,000	This budget is for additional software licences for new staff.. Licences are for the new Service Centre and as such carry forward is required.
		<b>GRAND TOTALS</b>				1,520,000	1,076,980	(443,020)	269,233	

Note: Underspends are shown as red negative figures.

**BROMSGROVE DISTRICT COUNCIL**

**CAPITAL BUDGET MONITORING STATEMENT - 2004/05  
ACCOUNTING PERIOD 13 - MARCH 2005 (ACCRUAL BASIS)**

**GENERAL FUND - HOUSING & PLANNING POLICY SCRUTINY COMMITTEE**

(1) MONITORED AGAINST THE 2004/05 JULY REVISED CAPITAL BUDGET & APPROVED ADDITIONS			(2)	(3)	(4) CORPORATE DIRECTOR	(5) BUDGET HOLDER	(6) BUDGET MANAGER	(7) APPROVED CAPITAL BUDGET 2004/05 £	(8) TOTAL EXPENDITURE £	(9) VARIATION TO BUDGET (8 - 7) £	(10) CARRY FORWARD REQUESTED £	(11) BUDGET HOLDER REASONS FOR VARIANCES > £10K
Capital Code	Funding	2004/05 Schemes										
		Technical Services:-										
GC462	CR	Car Parks: New Sites Initiatives (2003/04 Scheme)	C Savage	C Savage	P Lees	43,000	49,350	6,350				The project is now complete.
GC1043	CR	Car Parks: Key pads	C Savage	C Savage	P Lees	12,000	12,923	923				This £12k scheme to provide key pads at car parks to prevent ticket swapping was approved by Executive Cabinet on 13/10/04 and has been introduced into the capital budget. The scheme is complete.
GC066	CR	Crown Close Lights ( 2003/04 Scheme)	C Savage	C Savage	P Lees	25,000	21,495	(3,505)				Project is complete
GC052	CR	Green Lane Drainage Phase II (2003/04 Scheme)	C Savage	C Savage	J Bailey	6,000	3,063	(2,937)		3,000		Work was ongoing at the end of the financial year. Approval is now required for carry forward of the remaining £3k budget to 2005/06.
GC053	CR	Wythall Drainage Scheme	C Savage	C Savage	J Bailey	0	(2,171)	(2,171)				The small negative expenditure balance has arisen because the actual cost of completing this scheme was less than the sundry creditor declared at the end of 2003/04. Project is complete.
GC1063	CR	Shopmobility - Provision & Equipment	C Savage	C Savage	J Moody	75,000	0	(75,000)		5,000		Delays have occurred on this scheme - tenders were received in March and the project was reviewed. The project is due to start in September 2005. The carry forward of £70k has already been approved during the budget process and has already been included in the 2005-06 Original Capital Budget. Approval is now required for carry forward of the remaining £5k budget to 2005/06.
GC1018	CR & S106	Mill Lane Town Centre Access Improvement (Pending feasibility study)	C Savage	C Savage	C Savage	160,000	12,410	(147,590)		2,000		This scheme is seen as being interdependent with the Shopmobility scheme and they need to progress together. Carry forward of budget amounting to £146K has already been approved as part of the budget process and has been included in the 2005-06 Original Capital Budget. Approval is now required for carry forward of the remaining £2k budget to 2005/06.
		<b>SUB-TOTAL Technical Services</b>				<b>321,000</b>	<b>97,070</b>	<b>(223,930)</b>		<b>10,000</b>		
		Strategic Housing:-										
		Strategic & Enabling Housing Schemes:-										

**BROMSGROVE DISTRICT COUNCIL**

**CAPITAL BUDGET MONITORING STATEMENT - 2004/05  
ACCOUNTING PERIOD 13 - MARCH 2005 (ACCRUAL BASIS)**

**GENERAL FUND - HOUSING & PLANNING POLICY SCRUTINY COMMITTEE**

(1) MONITORED AGAINST THE 2004/05 JULY REVISED CAPITAL BUDGET & APPROVED ADDITIONS		(2)	(3)	(4) CORPORATE DIRECTOR	(5) BUDGET HOLDER	(6) BUDGET MANAGER	(7) APPROVED CAPITAL BUDGET 2004/05 £	(8) TOTAL EXPENDITURE £	(9) VARIATION TO BUDGET (8 - 7) £	(10) CARRY FORWARD REQUESTED £	(11) BUDGET HOLDER REASONS FOR VARIANCES > £10K
GC1036	S106	4 Houses on garage sites (Grafton, Foxwalks) (includes 2003/04 slippage)	C Savage	C Savage	A Coel	160,000	64,000	(96,000)	64,000	A total of £64k has been paid to date on this scheme and a further £64k will be payable on commencement of the build contracts. An additional £32k will be due on completion and this has been included in the Original 2005/06 Capital Budget after carry forward approval by Executive Cabinet. Because the scheme has been subject to delay additional carry forward of £64k into year 2005/06 is now requested. Funded from Section 106.	
GC1038	S106	Purchase and Repair Scheme (2003/04 Projects - for homeless families)	C Savage	C Savage	A Coel	400,000	388,784	(11,216)		All properties have now been purchased. A saving of £11k to budget has been achieved. Funded from Section 106.	
GC078	S106	345/347 Birmingham Road - Refurbishment/5 Year Lease (2003/04 Scheme)	C Savage	C Savage	A Coel	40,000	40,000	0		Project is now complete. Funded from Section 106.	
0											
		<b>New Affordable Schemes:-</b>									
GC1037	S106	Grants to RSL - York Rd, & Hollywood La/Houndsfield Cl (includes 2003/04 slippage)	C Savage	C Savage	A Coel	90,000	1,715	(88,285)	88,000	This scheme has been revised and now totals £160k and continues into 2005/06. Carry forward of the £88k underspend to 2005/06 is therefore requested. Funding is from S106.	
GC810	S106	Grants to RSL - Flat over shops High St. (includes 2003/04 slippage)	C Savage	C Savage	A Coel	120,000	55,000	(65,000)	65,000	Completion of the final property in this scheme took place after the end of the financial year. Carry forward of the remaining £65k of the budget to 2005/06 is therefore requested.	
GC1029	S106	Grants to RSL's Purchase/Repair Scheme (General Needs) 2004/05	C Savage	C Savage	A Coel	575,000	317,435	(257,565)		An underspend is expected because no further commitments will be entered into against this scheme until further Section 106 monies for affordable housing have been received. A year end underspend of £257k has been achieved. Scheme is now complete. Funded from Section 106.	
-	0										
		<b>Retained Housing Works:-</b>									
		Houndsfield Lane Caravan Site:									
GC1049	CR	- Door & window replacements - amenity blocks	C Savage	C Savage	A Coel	16,000	16,622	622			
		<b>SUB-TOTAL Strategic Housing</b>				<b>1,401,000</b>	<b>883,556</b>	<b>(517,444)</b>	<b>217,000</b>		
		<b>Private Sector Renewal:-</b>									
GC411		Mandatory Disabled Facilities Grants (DFG's) (Private & BDHT Grants) (includes 2003/04 slippage) (Now separated out - see below)	C Savage	C Savage	F Collin	0	0	0			
GC416	CG & GG	Mandatory Disabled Facilities Grants (DFG's) (Private & BDHT Grants) - Budget Only	C Savage	C Savage	F Collin	717,000	0	(717,000)	175,000		

**BROMSGROVE DISTRICT COUNCIL**

**CAPITAL BUDGET MONITORING STATEMENT - 2004/05  
ACCOUNTING PERIOD 13 - MARCH 2005 (ACCRUAL BASIS)**

**GENERAL FUND - HOUSING & PLANNING POLICY SCRUTINY COMMITTEE**

(1)		(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)
MONITORED AGAINST THE 2004/05 JULY REVISED CAPITAL BUDGET & APPROVED ADDITIONS			CORPORATE DIRECTOR	BUDGET HOLDER	BUDGET MANAGER	APPROVED CAPITAL BUDGET 2004/05	TOTAL EXPENDITURE	VARIATION TO BUDGET (8 - 7)	CARRY FORWARD REQUESTED	BUDGET HOLDER REASONS FOR VARIANCES > £10K	
						£	£	£	£		
GC411	CG & GG	Disabled Facilities Grants - Owner Occupiers	C Savage	C Savage	F Collin	0	215,891	215,891	69,000	At the end of 2004/05 £298K of the £717k budget remained unspent. £123k of this relates to applications which were approved in the year and for which there is now a legal obligation to pay in the 2005/06 financial year. Approval to 'roll over' the unspent budget of £123k to 2005/06 is now requested to meet the committed applications. Approval is also requested to carry forward the unspent budget of £175k to year 2005/06. This relates to applications received in the year which were going through the approval process at the end of 2004/05 and which had not been formally approved at 31/03/05. These costs will have to be charged against the 2005/06 budget of £500k if carry forward is not approved resulting in a significant reduction in the level of resources available in the year	
GC412	CG & GG	Disabled Facilities Grants - Tenant(Private)	C Savage	C Savage	F Collin	0	37,061	37,061			
GC415	CG & GG	Disabled Facilities Grants - Tenant(BDC)	C Savage	C Savage	F Collin	0	0	0			
GC416	CG & GG	Disabled Facilities Grants - BDHT	C Savage	C Savage	F Collin	0	165,726	165,726	54,000		
		Total Mandatory Disabled Facilities Grants				717,000	418,678	(298,322)	298,000		
	CR	Discretionary Home Repair Assistance & Housing Renewal Grants	C Savage	C Savage	F Collin	75,000	0	(75,000)		Expenditure was dependant upon the start date of The North Worcestershire Care & Repair Agency which did not open until February 2005.As a result there is an underspend of £75k in 2004/05.	
		<b>SUB-TOTAL Private Sector Renewal</b>				<b>792,000</b>	<b>418,678</b>	<b>(373,322)</b>	<b>298,000</b>		
		<b>Planning Services:-</b>									
GC064	CR	GIS/Digital Mapping	C Savage	C Savage	P Crysell	20,000	18,995	(1,005)		Project is complete	
GC240	CR	Historic Building Refurbishment (2003/04 Scheme)	C Savage	C Savage	P Crysell	12,000	10,800	(1,200)		Project is complete	
GC468	CR	Geographical Information System (2003/04 Scheme)	C Savage	C Savage	P Crysell	1,000	0	(1,000)		Project is complete	
0	0	0									
		<b>SUB-TOTAL Planning Services</b>				<b>33,000</b>	<b>29,795</b>	<b>(3,205)</b>	<b>0</b>		
		<b>Housing Programme:-</b>									
HC010	CR	Central Heating - contract retentions from prior years.	C Savage	A Coel	-	8,000	7,071	(929)			
HC552	CR	Central heating - electrical (2003-04 Scheme)	C Savage	A Coel	-	0	(14,574)	(14,574)		Payments coded against 2004/05 budget (code HC010)	
HC011	CR	Window Replacements - contract retentions from prior years.	C Savage	A Coel	-	7,000	7,767	767			
HC554	CR	Window replacements (2003/04 Scheme)	C Savage	A Coel	-	0	(23,563)	(23,563)		Payments coded against 2004/05 budget (code HC011/HC013)	
HC012	CR	Door Replacements - contract retentions from prior years.	C Savage	A Coel	-	5,000	5,243	243			
HC555	CR	Replacement/upgrading of doors (2003/04 Scheme)	C Savage	A Coel	-	0	(692)	(692)			

**BROMSGROVE DISTRICT COUNCIL**

**CAPITAL BUDGET MONITORING STATEMENT - 2004/05  
ACCOUNTING PERIOD 13 - MARCH 2005 (ACCRUAL BASIS)**

**GENERAL FUND - HOUSING & PLANNING POLICY SCRUTINY COMMITTEE**

(1)		(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)
MONITORED AGAINST THE 2004/05 JULY REVISED CAPITAL BUDGET & APPROVED ADDITIONS			CORPORATE DIRECTOR	BUDGET HOLDER	BUDGET MANAGER	APPROVED CAPITAL BUDGET 2004/05	TOTAL EXPENDITURE	VARIATION TO BUDGET (8 - 7)	CARRY FORWARD REQUESTED	BUDGET HOLDER REASONS FOR VARIANCES > £10K	
						£	£	£	£		
HC013	CR	Contingency for various old contract retentions from prior years.	C Savage	A Coel	-	10,000	9,503	(497)			
HC551	CR	Central heating - gas replacements/Gas safety valves	C Savage	A Coel	-	0	79	79			
HC557	CR	Kitchen renewals (2003-04 Scheme)	C Savage	A Coel	-	0	(3,500)	(3,500)			
HC524	CR	Electrical wiring (2002-03 Scheme)	C Savage	A Coel	-	0	1,219	1,219			
HC561	CR	Upgrade of fire precautions (2003-04 Scheme)	C Savage	A Coel	-	0	5,778	5,778		The overspend relates to an under provision of a sundry creditor in the 2003/04 accounts.	
HC562	CR	OAP decorations (2003-04 Scheme)	C Savage	A Coel	-	0	1,071	1,071		Payments relate to work undertaken in year 2003/04.	
HC563	CR	Scheme)	C Savage	A Coel	-	0	8	8			
HC508	CR	Tenant participation works (2002-03 Scheme)	C Savage	A Coel	-	0	(2,756)	(2,756)			
HC504	CR	Resurface roads etc (2001/02 Scheme)	C Savage	A Coel	-	0	800	800		Payments relate to work undertaken in year 2003/04.	
HC522	CR	Garage replacement/repairs (2002-03 Scheme)	C Savage	A Coel	-	0	6,893	6,893		Payments relate to work undertaken in year 2003/04.	
HC510	CR	Walls & Fences (2001/02 Scheme)	C Savage	A Coel	-	0	139	139		Payments relate to work undertaken in year 2003/04.	
HC521	CR	Major structural works (2002-03 Scheme)	C Savage	A Coel	-	0	840	840		Payments relate to work undertaken in year 2003/04.	
HC715	CR	Medical adaptations (£500-)	C Savage	A Coel	-	0	426	426		Payments relate to work undertaken in year 2003/04.	
HC564	CR	Remove asbestos (2003-04 Scheme)	C Savage	A Coel	-	0	340	340		Payments relate to work undertaken in year 2003/04.	
HC754	CR	Floor Insulations	C Savage	A Coel	-	0	176	176		Payments relate to work undertaken in year 2003/04.	
		<b>SUB-TOTAL Housing Programme</b>				<b>30,000</b>	<b>2,268</b>	<b>(27,732)</b>	<b>0</b>		
		<b>GRAND TOTALS</b>				<b>2,577,000</b>	<b>1,431,367</b>	<b>(1,145,633)</b>	<b>525,000</b>		

CR = BDC Capital Receipts  
GG = Government Grants  
S106 = Section 106 Planning Agreements  
PDG = Planning Delivery Grant (Revenue)

Note: Underspends are shown as red negative figures.

**BROMSGROVE DISTRICT COUNCIL**

**CAPITAL BUDGET MONITORING STATEMENT - 2004/05  
ACCOUNTING PERIOD 13 - MARCH 2005 (ACCRUAL BASIS)**

**GENERAL FUND - HEALTH & LEISURE SCRUTINY COMMITTEE (ENVIRONMENTAL HEALTH ONLY)**

(1) MONITORED AGAINST THE 2004/05 JULY REVISED CAPITAL BUDGET & APPROVED ADDITIONS			(2)	(3)	(4) CORPORATE DIRECTOR	(5) BUDGET HOLDER	(6) BUDGET MANAGER	(7) APPROVED CAPITAL BUDGET 2004/05  £	(8) TOTAL EXPENDITURE  £	(9) VARIATION TO BUDGET  (8 - 7)  £	(10) CARRY FORWARD REQUESTED  £	(11) BUDGET HOLDER REASONS FOR MAJOR VARIANCES
Capital Code	Funding	2004/05 Schemes										
		Environmental Health:-										
GC380		Contaminated Land Strategy (2003/04 Scheme)	C Savage	C Savage	H Sambrooke	1,000	0	(1,000)				Project is complete
		<b>SUB-TOTAL Environmental Health</b>				<b>1,000</b>	<b>0</b>	<b>(1,000)</b>		<b>0</b>		
		Environmental Health - Refuse Collection & Waste Management:-										
GC019		Green Wheelie Bins - Balance 31,900 (DEFRA Grant & BDC Funded)	C Savage	C Savage	A Wardell	687,000	604,434	(82,566)				Roll out of the programme was completed as planned by March 2005. An underspend on green bins occurred due to not all residents requiring green bins. An overspend on grey bins occurred due to the demand for bins (standard plus communal) was a little higher than estimated. In addition there have been some breakages/losses. Breakages / losses and requests for extra sets of recycling boxes gave rise to overspends in these areas.
GC019		Grey Wheelie Bins - Balance 30,700 (BDC Funded)	C Savage	C Savage	A Wardell	662,000	705,393	43,393				
GC019		Red Lidded Boxes - Balance 32,300 (DEFRA Funded)	C Savage	C Savage	A Wardell	80,000	82,600	2,600				
GC019		Blue Unlidded Boxes - Balance 32,300 (DEFRA Funded)	C Savage	C Savage	A Wardell	68,000	98,697	30,697				
		<b>SUB-TOTAL Recycling</b>				<b>1,497,000</b>	<b>1,491,124</b>	<b>(5,876)</b>		<b>0</b>		
		Environmental Health - General Vehicles & Plant:-										
0		Vehicles and General Plant (includes 2003/04 slippage) BUDGET ONLY	C Savage	J Parkinson	J Woodfield	500,000	0	(500,000)				The budget is earmarked for 4 kerbside recycling vehicles and further refuse freighters for the continued roll out of the service.
GC1039		New Trailer For Parks Work 2004/05	C Savage	J Parkinson	J Woodfield	0	2,100	2,100				
GC1047		4 x Second Hand Kerbside Recycling Vehicles 2004/05	C Savage	J Parkinson	J Woodfield	0	130,000	130,000				
GC1046		Daf FA60.180 Tanker Ex Lease (Regn P570 EOY)	C Savage	J Parkinson	J Woodfield	0	8,200	8,200				
GC1042		6 x Column Lifts for Depot (VMS) 2004/05	C Savage	J Parkinson	J Woodfield	0	15,015	15,015				
GC1007		2 X Schmidt Pavement Sweepers (Ex Lease)	C Savage	J Parkinson	J Woodfield	0	0	0				
		<b>SUB-TOTAL General Vehicles &amp; Plant</b>				<b>500,000</b>	<b>155,315</b>	<b>(344,685)</b>		<b>339,000</b>		The balance of the budget was originally earmarked for rear loading refuse freighters but these were not able to be purchased by the end of the financial year. Carry forward of budget amounting to £339k to the 2005/06 Revised Capital Budget has already been approved by Executive Cabinet and Council.



**BROMSGROVE DISTRICT COUNCIL**

**CAPITAL BUDGET MONITORING STATEMENT - 2004/05  
ACCOUNTING PERIOD 13 - MARCH 2005 (ACCRUAL BASIS)**

**GENERAL FUND - HEALTH & LEISURE SCRUTINY COMMITTEE (ENVIRONMENTAL HEALTH ONLY)**

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)
MONITORED AGAINST THE 2004/05 JULY REVISED CAPITAL BUDGET & APPROVED ADDITIONS			CORPORATE DIRECTOR	BUDGET HOLDER	BUDGET MANAGER	APPROVED CAPITAL BUDGET 2004/05	TOTAL EXPENDITURE	VIATION TO BUDGET  (8 - 7)	CARRY FORWARD REQUESTED	BUDGET HOLDER REASONS FOR MAJOR VARIANCES
						£	£	£	£	
		Depot - Other								
GC1006		6 x Second-hand Refuse Freighters	C Savage	J Parkinson	J Woodfield	28,000	4,585	(23,415)		All the vehicles have now been purchased. The cost of 5 of the second hand freighters has been transferred to revenue expenditure leaving an underspend of £23k against the capital budget.
GC1019		Second Hand Refuse Freighter 2004/05 (Registration CX03 EJZ)	C Savage	J Parkinson	J Woodfield	87,000	86,850	(150)		
GC1020		4 x Refuse Freighters - Sidepress X524 Hawkchange (BDC Funded) (2003/04 Scheme)	C Savage	J Parkinson	J Woodfield	505,000	514,188	9,188		All vehicles have now been purchased. Overspend is due to cost of Eminox exhaust systems which have had to be fitted to the vehicles and the £9k overspend is being financed by a Government grant. There is therefore a nil net cost to the Council
		<b>GRAND TOTALS</b>				<b>2,618,000</b>	<b>2,252,062</b>	<b>(365,938)</b>	<b>339,000</b>	

Note: Underspends are shown as red negative figures.

**BROMSGROVE DISTRICT COUNCIL**

**CAPITAL BUDGET MONITORING STATEMENT - 2004/05  
ACCOUNTING PERIOD 13 - MARCH 2005 (ACCRUAL BASIS)**

**GENERAL FUND - HEALTH & LEISURE SCRUTINY COMMITTEE (LEISURE SERVICES ONLY)**

(1) MONITORED AGAINST THE 2004/05 JULY REVISED CAPITAL BUDGET & APPROVED ADDITIONS			(2)	(3)	(4) CORPORATE DIRECTOR	(5) BUDGET HOLDER	(6) BUDGET MANAGER	(7) APPROVED CAPITAL BUDGET 2004/05  £	(8) TOTAL EXPENDITURE  £	(9) VARIATION TO BUDGET  (8 - 7)  £	(10) CARRY FORWARD REQUESTED  £	(11) BUDGET HOLDER REASONS FOR MAJOR VARIANCES
Capital Code	Funding	2004/05 Schemes										
		Leisure Services:-										
GC423	CR	Arts Centre (Joint With College) (includes 2003/04 slippage)	C Savage	R Hazlehurst	R Hazlehurst	1,477,000	1,543,929	66,929				In 2004/05 additional works have been identified totalling £13k which is within accepted tolerances. Building Practical Completion issued on 24th January 2005.
GC808	S106	Arts Centre Equipment (Cinema)	C Savage	R Hazlehurst	R Hazlehurst	50,000	50,000	0				Approved by Executive Cabinet on 19/01/2005. Budget for projector, screen & sound systems in the cinema. Funded from S106.
GC1057	CR	Replacement roof of Spadesbourne Suite	C Savage	R Hazlehurst	R Hazlehurst	30,000	0	(30,000)		30,000		Scheme agreed by Executive Cabinet on 15th December 2004. Budget allocation brought forward from year 2005/06. The scheme was delayed and the work will be completed in 2005/06. Carry forward of the £30k budget is therefore requested. It was agreed at The Executive Cabinet on 22nd June 2005 that £8,500 of this budget be added to the Shopmobility Scheme in 2005/06 as the quotation for the Spadesbourne Suite roof amounted to £21,500 providing a saving to the original budget.
-	CR	Catshill Community Project (b/f from 02/03)	C Savage	R Hazlehurst	R Hazlehurst	35,000	0	(35,000)		35,000		Expenditure is dependant on Catshill 20/20 group making successful external funding bids. There has been no expenditure in the current year albeit there are two schemes in the pipeline. Carry forward of the budget to year 2005/06 is therefore requested.
GC1099	CR	Community Grant - Waseley Hills School (2003/04 Scheme)	C Savage	R Hazlehurst	R Hazlehurst	25,000	25,000	0				Project is complete
GC1062	CR	Landscaping Recreation Grounds (inc ASDA & slippage from 2002/03)	C Savage	R Hazlehurst	R Heard	15,000	24,673	9,673				The play area has been checked and is complete. £8,750 of the cost is financed from S106 receipts.
GC043	CR	Tree Survey (Scheme b/f 2002/03)	C Savage	R Hazlehurst	R Heard	7,000	5,283	(1,717)				Scheme is complete.
GC487	CR	Information Display Points / Signs	C Savage	R Hazlehurst	R Hazlehurst	0	431	431				
		<b>SUB-TOTAL</b>				<b>1,639,000</b>	<b>1,649,316</b>	<b>10,316</b>		<b>65,000</b>		
		<b>Dolphin Centre:-</b>										
GC352	CR	- Upgrade (b/f from 2002/03) (includes 2003/04 slippage)	C Savage	R Hazlehurst	J Godwin	773,000	601,514	(171,486)		171,000		Work was almost complete at March 2005. There is some outstanding work to be completed so therefore carry forward of the remaining budget of £171k to 2005/06 is therefore requested.
GC1051	CR	- Replace Main Pool tiling	C Savage	R Hazlehurst	J Godwin	50,000	51,943	1,943				Work has been completed.

**BROMSGROVE DISTRICT COUNCIL**

**CAPITAL BUDGET MONITORING STATEMENT - 2004/05  
ACCOUNTING PERIOD 13 - MARCH 2005 (ACCRUAL BASIS)**

**GENERAL FUND - HEALTH & LEISURE SCRUTINY COMMITTEE (LEISURE SERVICES ONLY)**

(1) MONITORED AGAINST THE 2004/05 JULY REVISED CAPITAL BUDGET & APPROVED ADDITIONS			(2)	(3)	(4) CORPORATE DIRECTOR	(5) BUDGET HOLDER	(6) BUDGET MANAGER	(7) APPROVED CAPITAL BUDGET 2004/05  £	(8) TOTAL EXPENDITURE  £	(9) VARIATION TO BUDGET  (8 - 7)  £	(10) CARRY FORWARD REQUESTED  £	(11) BUDGET HOLDER REASONS FOR MAJOR VARIANCES
GC1052	CR	- Renew/repair roof coverings (as per Condition Survey)	C Savage	R Hazlehurst	J Godwin	34,000	20,689	(13,311)	13,000	The budget has been amended to £34k as approved by Executive Cabinet on 10th November 2004. Work has commenced and will continue into 2005/06. Carry forward of the full budget remaining is now requested.		
GC1053	CR	- New CHP Unit & Heating Controls in Pool Areas	C Savage	R Hazlehurst	J Godwin	80,000	84,280	4,280	Project is complete			
GC1054	CR	- Replacement roof cladding	C Savage	R Hazlehurst	J Godwin	8,000	0	(8,000)	8,000	This is a new scheme which was approved by Executive Cabinet on 10th November 2004 to repair the roof cladding at the Dolphin Centre. This has been funded by the reduction in renew/repair of roof coverings scheme. Work had not commenced by end of March 2005 and carry forward of the budget to 2005/06 is therefore requested.		
GC1055	CR	- Sports Hall Inflatable	C Savage	R Hazlehurst	J Godwin	8,000	0	(8,000)	8,000	An order has been placed for the inflatable and delivery is expected in May/June 2005. Carry forward of the £8k budget to 2005/06 is requested.		
GC1056	CR	- Second lift at the Dolphin Centre	C Savage	R Hazlehurst	J Godwin	35,000	40,484	5,484	Scheme agreed by Executive Cabinet on 10th November 2004. Budget allocation brought forward from year 2005/06. Minor overspend was due to the relocation of electrical items.			
GC1074	CR	Dolphin Centre - Resurface Carpark 05/06	C Savage	R Hazlehurst	R Hazlehurst	0	4,953	4,953	This scheme is included in the 2005/06 capital budget. Work was commenced early for the re opening of the Dolphin Centre.			
<b>SUB-TOTAL Dolphin Centre Schemes</b>						<b>988,000</b>	<b>803,863</b>	<b>(184,137)</b>	<b>200,000</b>			
<b>Liveability Grant Funded Schemes:-</b>												
GC1025	GG & CR	Improvements to Sanders Park (Funded from Government Liveability Fund £125k & BDC £30k)	C Savage	R Hazlehurst	R Heard	155,000	23,417	(131,583)	131,583	Consultations have been carried out and a management plan developed. Tenders for Play area refurbishment accepted on 31 January and completed Mid May 2005. Carry forward of the £132k remaining budget to 2005/06 is therefore requested. This scheme is being financed wholly by Government Liveability Fund Grant.		
GC1026	GG	Improvements to Rubery Park (Funded from Government Liveability Fund)	C Savage	R Hazlehurst	R Heard	160,000	1,423	(158,577)	158,577	Consultations are complete and planning applications submitted for £140K. Issues arising from the consultation exercise on this scheme have caused a delay which has resulted in an underspend this year. The scheme has been expanded by an extra £30k in 2005/06 and has been included in the capital programme for 2005/06 at £90k. Carry forward of the £159k remaining budget into 2005/06 is therefore requested. This scheme is being financed wholly by Government Liveability Fund Grant.		

**BROMSGROVE DISTRICT COUNCIL**

**CAPITAL BUDGET MONITORING STATEMENT - 2004/05  
ACCOUNTING PERIOD 13 - MARCH 2005 (ACCRUAL BASIS)**

**GENERAL FUND - HEALTH & LEISURE SCRUTINY COMMITTEE (LEISURE SERVICES ONLY)**

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)
MONITORED AGAINST THE 2004/05 JULY REVISED CAPITAL BUDGET & APPROVED ADDITIONS			CORPORATE DIRECTOR	BUDGET HOLDER	BUDGET MANAGER	APPROVED CAPITAL BUDGET 2004/05	TOTAL EXPENDITURE	VARIATION TO BUDGET  (8 - 7)	CARRY FORWARD REQUESTED	BUDGET HOLDER REASONS FOR MAJOR VARIANCES
						£	£	£	£	
GC1027	GG & CR	New park at Barnsley Hall (Funded from Government Liveability Fund £15k & BDC £10k)	C Savage	R Hazlehurst	R Heard	25,000	0	(25,000)	25,000	The landscaping masterplan is complete and is awaiting consultation with local residents. Carry forward of the full budget of £25k to 2005/06 is requested. This scheme is mainly funded by Government Liveability Fund Grant.
GC1028	GG	Regeneration of two allotment sites (Funded from Government Liveability Fund £16k)	C Savage	R Hazlehurst	R Heard	16,000	0	(16,000)	16,000	At the end of 2004/05 work on the allotment sites was ongoing and will be completed in 2005/06. Carry forward of the £16k budget is therefore requested. This scheme is wholly funded by the Government Liveability Fund Grant.
		<b>SUB-TOTAL Liveability Grant Funded Schemes</b>				356,000	24,840	(331,160)	331,160	
-	0	0				0	0	0		
		<b>GRAND TOTALS</b>				2,983,000	2,478,019	(504,981)	596,160	

**BROMSGROVE DISTRICT COUNCIL**

**EXECUTIVE CABINET**

**28TH SEPTEMBER 2005**

**MILL LANE CONTRACTOR COMPOUND AREA**

Responsible Portfolio Holder	Councillor Peter Whitaker
Responsible Head of Service	John Parkinson, Interim Head of Street Scene and Waste Management Services

**1. SUMMARY**

- 1.1 This report summarises the proposed retrospective designation of a number of spaces for the use of contractors working on the Mill Lane improvements.

**2. RECOMMENDATION**

- 2.1 That the parking places on the Recreation Road South pay and display car park specified in Appendix A are suspended for the use of contractors during the period of works for the Mill Lane improvement.
- 2.2 That the budget for admission charge revenue be adjusted to compensate for the predicted loss of revenue from the suspension of these spaces.

**3. BACKGROUND**

- 3.1 Contractors working on the Mill Lane improvement project will require an area for use as a compound. Officers have identified a row of ten spaces on the Recreation Road Car park which could be set aside for this use. This is included in Appendix A.
- 3.2 The improvements commenced on 14th September and are predicted to last for 10 weeks.

**4. FINANCIAL IMPLICATIONS**

- 4.1 The suspension of 14 spaces on the Recreation Road South car park over a 10 week period will lead to a predicted loss of income of approximately £2 744. This is calculated by multiplying the number of hours per day where capacity can be expected to be reached by the number of spaces and then by the number of days of suspension.
- 4.2 The shortfall in income will be offset by the additional income generated through excess charges.

**5. LEGAL IMPLICATIONS**

- 5.1 There are no legal implications arising from this report.

## **Background Papers**

None

## **Contact officer**

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## **Appendix**

Unfortunately, an electronic version of this document is currently not available. However, a hard copy of this document is available on request from the Council House.

**BROMSGROVE DISTRICT COUNCIL**

**EXECUTIVE CABINET**

**28TH SEPTEMBER 2005**

**MILL LANE DEDICATION OF LAND**

Responsible Portfolio Holder	Councillor Peter Whitaker
Responsible Head of Service	John Parkinson, Interim Head of Street Scene and Waste Management Services

**1. SUMMARY**

- 1.1 This report summarises the proposed dedication of land at the junction of Market Street, Mill Lane, and Crown Close as part of the public maintainable highway.

**2. RECOMMENDATION**

- 2.1 That the land specified in Appendix A is dedicated as part of the public maintainable highway.

**3. BACKGROUND**

- 3.1 As a result of the proposed Mill Lane improvement, the pavement will be significantly widened. In order for this area to be adequately maintained, it will need to be adopted by the County Council as part of the public maintainable highway.
- 3.2 The maintenance of this section of land will become a County Council function. It is not envisaged that the street cleaning operation operated by the District Council will incur any additional costs.

**4. FINANCIAL IMPLICATIONS**

- 4.1 There are no financial implications arising from this report.

**5. LEGAL IMPLICATIONS**

- 5.1 There are no legal implications arising from this report.

**Background Papers**

None.

**Contact officer**

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## **Appendix**

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