



BROMSGROVE DISTRICT COUNCIL

EXECUTIVE CABINET

WEDNESDAY, 6TH SEPTEMBER 2006 AT 6.00PM

COMMITTEE ROOM, THE COUNCIL HOUSE, BROMSGROVE

AGENDA

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

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

1. To receive apologies for absence
2. Declarations of Interest
3. To confirm the Minutes of the Executive Cabinet held on 2nd August 2006
- 3(a). To receive the Minutes of the Local Development Framework Working Group dated 3rd August 2006
4. Public Questions
5. To receive the Minutes of the Scrutiny Steering Board dated 1st August 2006
6. To receive the Minutes of the Performance Management Board dated 21st August 2006
7. An Older People's Strategy for Worcestershire
8. A Strategy for De-Commissioning Council Owned Hostels
9. Development of a Sub Regional Choice-Based Lettings Scheme
10. Council Plan 2007 - 2010 Part 1
11. Council Results 2005 - 2006
12. Bromsgrove Partnership - Local Strategic Partnership Update
13. Corporate Risk Register

14. 2005/06 Interim Memorandum
15. Internal Control Framework
16. Proposed Merger of Three North Worcestershire Community Safety Partnerships
17. Longbridge Area Action Plan
18. Statement of Community Involvement
19. Financial Outturn 2005/06
20. Integrated Financial and Performance Report – Quarter 1, 2006/07
21. Virements within the Revenue Budget 2006/07
22. Revising the Medium Term Financial Plan 2005/06 to 2008/09
23. New Financial Regulations
24. Front of House Conversion Works
25. Conversion Works - Revenues and Benefits
26. 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
27. 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 items of business on the grounds that they involve 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:-

<u>Item No.</u>	<u>Paragraphs</u>
28	1, 8 and 9
29	11

28. Review of the Pest Control Service (not available to the Public)
29. Implementation of Single Status (not available to the Public)

K. DICKS
Acting Chief Executive

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

25th August 2006

BROMSGROVE DISTRICT COUNCIL

MEETING OF THE EXECUTIVE CABINET

Wednesday, 2nd August 2006 at 6.00 p.m.

PRESENT: Councillors Mrs. M. M. T. Taylor (Deputy Executive Leader), Mrs. J. Dyer M.B.E., B. L. Fuller C.B.E. Q.F.S.M., Mrs. M. A. Sherrey, Mrs. C. J. Spencer and P. J. Whittaker.

Observers: Councillors Miss D. H. Campbell J.P., J. T. Duddy and D. C. Norton.

32/06

CHAIRMAN

Councillor Mrs. M. M. T. Taylor was appointed as Chairman for the meeting.

33/06

APOLOGIES

Apologies for absence were received from Councillors R. Hollingworth (Executive Leader) and Mrs. J. M. L. A. Griffiths.

34/06

WELCOME TO NEW MEMBER

The Chairman welcomed Councillor Mrs. J. Dyer M.B.E. to her first meeting of the Cabinet as Portfolio Holder for Planning.

35/06

MINUTES

The Minutes of the Meeting of the Executive Cabinet held on 12th July 2006 were submitted.

RESOLVED: that the Minutes of the Meeting be approved and confirmed as a correct record, subject to the amendment of the resolution to Minute No. 25/06 (Constitution of the Appeals Panel) to state that the one stage process be reviewed in twelve months time.

36/06

ISSUES ARISING FROM THE SCRUTINY STEERING BOARD

(a) Report of the Scrutiny Task Group on Consultants

The Cabinet considered recommendations made by the Scrutiny Steering Board regarding the use of consultants based on a report of the Task Group set up to scrutinise this matter. The Cabinet acknowledged the work done by the Task Group but were mindful of comments made by the Acting Chief Executive with regard to an ongoing review of Financial Regulations which was due to be reported to the next meeting of the Cabinet. It was therefore

RESOLVED:

- (a) that the recommendations of the Scrutiny Steering Board be noted;
- (b) that the recommendations be considered as part of the review of Financial Regulations.

(b) Report of the Scrutiny Task Group on Passport to Leisure

The Cabinet considered recommendations made by the Scrutiny Steering Board regarding a proposed Passport to Leisure Scheme based on a report of the Task Group set up to scrutinise this matter. The Cabinet expressed a number of concerns including the proposal to run the Scheme for two years to test its viability and true costing, that the Task Group report had not been signed by the Head of Financial Services, and that elements of the report seemed to be based a 'wish list'. It was therefore

RESOLVED: that in view of the concerns referred to above, the report be referred back to the Scrutiny Task Group for further consideration.

37/06

EQUALITY SCHEME

The Cabinet considered a report on a proposed all-embracing Equalities Scheme for 2006 – 2009 which set out the Council's commitment to equality and diversity in service delivery and employment covering race, disability, gender, sexuality, religion/belief and age. The Scheme would be subject to extensive consultation. During the discussion it was acknowledged that equality and diversity was a key issue for the Council and needed to be embedded across the organisation. It was noted that all Members had been invited to attend training events to raise their awareness and understanding. Members and the Acting Chief Executive also paid tribute to the work undertaken by the Legal Services Manger and Equalities Assistant in producing the Scheme. It was

RESOLVED: that the Scheme be approved and that the Legal Services Manager be authorised to make all necessary changes to the Scheme as a result of the consultation exercise and any subsequent legislative changes.

38/06

LOCAL CODE OF CORPORATE GOVERNANCE

Having considered an updated Local Code of Corporate Governance and Statement of Assurance for 2005/06, it was

RESOLVED: that the updated Local Code of Corporate Governance and Statement of Assurance for 2005/06 be approved.

39/06

INVESTORS IN PEOPLE ASSESSMENT AND THE STAFF SURVEY

Having considered a report on the outcome of a staff survey carried out earlier in the year, together with a summary of the Investors in People (IIP) assessment for 2006 and an action plan to address issues and concerns which had been raised, it was

RESOLVED: that the contents of the staff survey, IIP assessment and action plan as set out in Appendices A to C of the report be noted.

40/06

GATEWAY REFUGE

The Cabinet considered a report on the closure of the Gateway Refuge which set out alternative options regarding the future use of the two dwellings which provided emergency temporary accommodation for persons suffering domestic violence and the future service provision for such clients. Option 5 (b) was recommended whereby the accommodation would be conveyed to a Registered Social Landlord (RSL) for a peppercorn sum and the RSL would fund the conversion of the accommodation into self-contained temporary dwellings and manage the dwellings. Following discussion, it was

RESOLVED:

- (a) that the temporary arrangements being put in hand by Supporting People as a consequence of the closure of the Gateway Refuge for the provision of services to persons suffering domestic violence be noted;
- (b) that having considered the various options relating to the future use of the two dwellings currently comprising the Gateway Refuge, approval be given to the transfer of the Gateway Refuge dwellings to Bromsgrove District Housing Trust (BDHT) as set out in Option 5 (b) of the report, subject to the inclusion of the following provisions in the conveyance:

- (i) a 'claw back' condition to ensure that in the event of the Council giving future permission for BDHT to dispose of the properties, the Council would be refunded the difference between the conveyance price and open market value at the time of disposal, to be discounted by the outstanding debt incurred by BDHT on the funding borrowed to convert the properties into self-contained flats;
 - (ii) a condition that 60% of any surplus or saving made by BDHT's refurbishment costs against estimated costs would be made as a capital payment to the Council;
- (c) that the Strategic Housing Manager be authorised in agreement with the Portfolio Holder for Strategic Housing to conclude the negotiations in relation to the conveyance of the properties to BDHT.

41/06

STRATEGIC HOUSING INSPECTION ACTION PLAN

The Cabinet considered an Action Plan to address the key recommendations and other weaknesses identified in a recent Audit Commission report following its inspection of the Council's Strategic Housing Service. Following discussion, it was

RESOLVED: that the contents of the Strategic Housing Inspection Action Plan be noted and approved, including the arrangements to ensure that progress is regularly monitored and reported on a corporate basis.

42/06

REVIEW OF SERVICE BUSINESS PLANNING PROCESS

Consideration was given to a report which presented a revised template for Service Business Plans, together with a timetable for the business planning process. The Acting Chief Executive advised that there would be some further minor changes to the template. Following discussion, it was

RESOLVED: that the proposed business planning process be endorsed.

43/06

INDEPENDENT REMUNERATION PANEL

Having considered a report on the proposed way forward with regard to the future membership of the Independent Remuneration Panel, it was

RESOLVED:

- (a) that the four current members of the Independent Remuneration Panel be re-appointed to serve on the Panel until 30th September 2008, and that subsequently two of these members be re-appointed for a further period of two years until 30th September 2010;
- (b) that new members be appointed to the Panel for a period of four years;
- (c) that new members be appointed to the Panel as and when required following public advertisement;
- (d) that the Leader, Deputy Leader and the Portfolio Holder for Human Resources and Organisational Development be given delegated authority to appoint new members to the Panel following interview;
- (e) that the Bromsgrove Local Strategic Partnership be invited to nominate a representative to serve on the Panel;
- (f) that the annual allowance paid to Panel members be increased to £350 with effect from the 2007/08 financial year and that this allowance be increased annually thereafter in line with the rate of inflation.

44/06

IMPROVEMENT PLAN

The Cabinet considered a report which presented a proposed Improvement Plan for the Council for the period July 2006 to June 2007 to replace the existing Recovery Plan. The report drew particular attention to the position with regard to Comprehensive Performance Assessment (CPA) and the need to increase capacity in certain areas within the organisation to ensure that the Improvement Plan could be delivered. In response to a suggestion from a Member, the Acting Chief Executive undertook to explore the feasibility of applying for Capacity Building Funds. Following discussion, it was

RECOMMENDED:

- (a) that the proposed Improvement Plan be endorsed;
- (b) that the position with regard to the CPA and the potential outcome be noted;
- (c) that the Council be requested to release £350,000 from reserves in order to increase the capacity of the Council to deliver the Improvement Plan; and
- (d) that the additional resource requirements be included within the Medium Term Financial Plan.

45/06

LOCAL GOVERNMENT ACT 1972

RESOLVED: that, under Section 100A(4) of the Local Government Act 1972, the public be excluded from the Meeting during the consideration of the items of business the subject of the following minutes on the grounds that they involve the likely disclosure of "Exempt Information" as defined in Part 1 of Schedule 12A to the Act, the relevant paragraph of that part, in each case, being as set out below:-

<u>Minute No.</u>	<u>Paragraphs</u>
46/06	1
47/06	7, 8 and 9

46/06

IMPROVEMENT PLAN - ADDENDUM

Further to Minute No. 44/06 above, the Cabinet considered an addendum to the report on the Improvement Plan which provided more details on the proposed changes to the structure within Planning and Environment Services in order to ensure improved performance, together with proposals with regard to a mentor for the Acting Chief Executive. During the discussion reference was made to the need to expedite the process for dealing with refusals for planning applications under powers delegated to officers, whereupon it was

RESOLVED:

- (a) that the proposals as set out in the addendum be endorsed;
- (b) that a meeting of the Planning Policy Working Group be held as soon as possible to review the process for dealing with planning application refusals.

47/06

SPATIAL PROJECT

Consideration was given to a report on proposals for taking forward the Spatial Project following a thorough review by the Spatial Project Advisory Group. Thanks were expressed to officers for their efforts in supporting the work of the Advisory Group and to Councillor B. L. Fuller for his contribution as Chairman of the Group who was also asked to convey thanks to the other Members of the Group for their efforts.

RESOLVED:

- (a) that further to Minute No. 203/05 of the Executive Cabinet, the Council proceed with the purchase of the Spatial Project tailored by the Company referred to in the report, and that in this regard, the Head of Legal and Democratic Services, together with the Head of e-Government and Customer Services be authorised to examine and finalise the contract details;

EXECUTIVE CABINET
2nd August 2006

- (b) that the Project be overseen by an “in-house” Project Manager, and that the Acting Chief Executive be authorised to submit a report to the Council to seek approval for the release of the necessary funding to meet the costs involved;
- (c) that a Project Management Board be established, to be chaired by the Acting Chief Executive and comprising all Heads of Service, the “in-house” Project Manager, the Company’s Project Manager and a Senior Systems Supervisor;
- (d) that in order to offset some of the costs of the Land Charges element of the Project, a proposed increase to Land Charges fees be investigated;
- (e) that confirmation be sought from the Company of their verbal agreement to extend the limitations of liability from five years to the total length of the contract.

The Meeting closed at 7.50 p.m.

Chairman

BROMSGROVE DISTRICT COUNCIL

MEETING OF THE LOCAL DEVELOPMENT FRAMEWORK WORKING PARTY

Thursday, 3rd August 2006 at 2.00 p.m.

PRESENT: Councillors G.N. Denaro, Mrs. A. E. Doyle (substituting for N. Psirides J. P.), Mrs. J. Dyer M.B.E., Mrs. K. M. Gall, D. Hancox (substituting for Mrs. M. A. Sherrey J. P.), G. H. R. Hulett, Mrs. J. D. Luck, J.A. Ruck, C. J. Tidmarsh, P. J. Whittaker and C. J. K. Wilson.

01/06 **APPOINTMENT OF CHAIRMAN**

RESOLVED: that Councillor Mrs. J. Dyer M.B.E. be appointed Chairman of the Working Party for the remainder of the municipal year.

02/06 **APPOINTMENT OF VICE CHAIRMAN**

RESOLVED: that Councillor P.J Whittaker be appointed Vice Chairman of the Working Party for the remainder of the municipal year.

03/06 **APOLOGIES**

Apologies for absence were received from Councillors R. Hollingworth, D.C. Norton, N. Psirides J.P. and Mrs. M.A. Sherrey J.P.

04/06 **MINUTES**

The Minutes of the Meeting of the Working Party held on 12th December 2005 were submitted.

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

05/06 **STATEMENT OF COMMUNITY INVOLVEMENT**

Consideration was given to the Statement of Community Involvement which the Council is required to produce as a key element of the Local Development Framework planning system. It was noted that the purpose of the Statement of Community Involvement was to demonstrate how the Council aims to involve the community throughout the planning process and how the proposals to do this will be resourced and managed. It was reported that following the minor amendments to the Statement of Community Involvement as initially recommended by the Inspector, the Inspector's Binding Report had been received recommending that the Scheme should be adopted. Following discussion, it was

RESOLVED:

- (a) that the contents of the Statement of Community Involvement be noted;
- (b) that the Statement of Community Involvement be submitted to Executive Cabinet on 6th September 2006 for adoption with effect from 7th September 2006; and
- (c) that, the Head of Planning and Environment Services be granted delegated powers to amend the Statement of Community Involvement to reflect any changes made to the Local Development Scheme.

06/06

CONSERVATION AREA APPRAISALS – STATION ROAD, HAGLEY

Consideration was given to a draft appraisal produced in respect of the conservation area covering Station Road, Hagley. The document was intended to provide a clear and concise appraisal of the character of the conservation area and when the procedure was complete would be a valuable Development Control tool in dealing with planning applications and defending refusals at appeals. It was intended that all of the conservation areas within the District would be the subject of retrospective appraisals over a period of time and that the appraisals would provide a sound basis for the designation and management of these areas. It was intended that a rolling programme of conservation area proposals would be compiled with a target date of eighty per cent completion by the end of 2009, subject to staff resources being available. This was the subject of a BVPI target.

It was recognised that local consultation was very important in the process as it was necessary to gain public understanding and ownership of conservation area proposals. It was intended to undertake the consultation procedure generally in line with the Authority's Statement of Community Involvement.

The Working Party recognised this procedure as an important step forward in terms of protection for the architectural and historic character of areas of the District and it was

RESOLVED:

- (a) that the draft appraisal be approved as the basis for public consultation;
- (b) that all relevant comments be reported and taken into consideration prior to adoption of the appraisal; and
- (c) that the Head of Planning and Environment Services be authorised to undertake draft appraisals in respect of other conservation areas which will be submitted to members following public consultation.

07/06

OPEN SPACE CONTRIBUTIONS ON AFFORDABLE HOUSING SCHEMES

A report outlining the current position regarding the provision of public open space or equivalent financial contributions in line with SPG11, in relation to sites involving entirely affordable housing was submitted.

It was recognised that the formula adopted in respect of the general housing market may have the effect of restricting sites which are available for affordable housing, the increased provision of which has been recognised as one of the Authority's key areas for improvement. It was also noted that on particular affordable housing sites, such as The Glebe in Belbroughton, members had previously approved reduced contributions in order to facilitate development of the site.

Members felt that the local ward member or members should be consulted as part of any negotiations which take place as their local knowledge of the area could be useful. Following discussion, it was

RESOLVED: that in view of the Council's commitment to facilitate the provision of affordable housing, delegated authority be granted to the Head of Planning and Environment Services in agreement with the Portfolio Holder and following consultation with the local ward member(s), to negotiate reduced levels of onsite open space provision or financial contributions in respect of sites which are completely for affordable housing, on a site by site basis.

08/06

TOWN CENTRE AREA ACTION PLAN

A report was considered which outlined the situation with regard to the potential regeneration of Bromsgrove Town Centre. The report referred to the work which had been undertaken in 2003 by way of a Town Centre Study. As part of the study, consultation had taken place with the public and key stakeholders. The study had identified three key sites as having priority for development, these being the High

Street, the Market Hall and the Bus Station. Following on from the study work had commenced on the preparation of Development Briefs for the Bus Station and the Market Hall sites. As part of the changes to the planning system Area Action Plans were identified as an approach to bring about change in areas of decline and it had subsequently been felt that the work on the development briefs should be halted as they were now being prepared outside the development plan system.

There was discussion regarding whether the change from development briefs to an Area Action Plan would lead to a delay in the regeneration of the area and concern was expressed that the engagement of consultants to undertake the work would also produce a delay. It was noted however that the briefs already prepared could be amended and utilised as part of the process of producing an Area Action Plan. In addition, at present the Authority did not have the staffing resources available to undertake the work required solely in house. It was however felt by the Working Party that any brief given to consultants should reflect the wish of the public to retain Bromsgrove's identity and character as a market town and that where possible, and ahead of major redevelopment if necessary, efforts be made to reverse the decline of the High Street area.

RESOLVED:

- (a) that the engagement of consultants to assist in the preparation of an Area Action Plan through the Council's tendering process be approved and that this be funded from within approved budgets; and
- (b) that the Local Development Scheme be amended in due course to reflect the Area Action Plan for the town centre.

The Meeting closed at 4.15 p.m.

Chairman

BROMSGROVE DISTRICT COUNCIL

MEETING OF THE SCRUTINY STEERING BOARD

Tuesday, 1st August 2006 at 6.00 p.m.

PRESENT: Councillors Miss D. H. Campbell J.P. (Chairman), C. J. K. Wilson (Vice-Chairman), Mrs. J. M. Boswell, A. J. Dent, Mrs. R. L. Dent, Mrs. A. E. Doyle, J. T. Duddy, S. R. Peters, N. Psirides J.P., J. A. Ruck and C. J. Tidmarsh.

(NOTE: Councillors P. M. McDonald and Mrs. M. A. Sherrey J.P. were present at the meeting as observers.)

27/06 **APOLOGIES**

Apologies for absence were received from Councillors W. R. Newnes and S. P. Shannon.

28/06 **DECLARATIONS OF INTEREST AND WHIPPING ARRANGEMENTS**

In relation to agenda items that referred to car parking charges, the following interests were declared:

<u>Councillor</u>	<u>Nature of Interest</u>
Mrs. J. M. Boswell	Personal. In receipt of a car parking permit.
Miss D. H. Campbell J.P.	Personal. In receipt of a car parking permit.
J. A. Ruck	Personal. In receipt of a car parking permit.
C. J. Tidmarsh	Personal. In receipt of a car parking permit.

No declarations of whipping arrangements were made.

29/06 **MINUTES**

The Minutes of the Meeting of the Scrutiny Steering Board held on 4th July 2006 were submitted.

Councillor C. J. Tidmarsh, a member of the BDHT Board, stated that, as requested at the last meeting of the Scrutiny Steering Board, he had asked the BDHT Board for reasons as to why properties remained vacant when there were people waiting to be housed. He informed members that some properties were vacant due to them requiring minor or major repairs. It was stated that these repairs were carried out within a certain amount of time and the properties re-let within 20 days. It was reported that there were 6 properties that were previously occupied by wardens which were currently empty. Discussions were taking place regarding the future use of these properties and a decision had yet to be made. It was felt that these were valid reasons and that the situation had improved since last year.

RESOLVED

- (i) that the information provided by Councillor C. J. Tidmarsh be noted; and
- (ii) that the Minutes be approved and confirmed as a correct record.

30/06

ENCOURAGING PUBLIC INVOLVEMENT IN SCRUTINY

The Chairman introduced and welcomed Mr. J. Zammit, a final year undergraduate student from the Institute of Local Government Studies at University of Birmingham working on placement with the scrutiny team in Legal and Democratic Services.

Mr. Zammit explained to the Board that he had been requested to carry out research into best practice on how the public could be made aware of and encouraged to become involved in scrutiny. He gave a brief presentation and answered several questions relating to his findings and recommendations.

The Chairman thanked Mr. Zammit for attending the meeting of the Board to present his report.

RESOLVED that the recommendations contained within the report be approved, subject to further detailed consideration by relevant officers.

31/06

SCRUTINY REPORTS – EXECUTIVE CABINET DECISIONS

Members considered the information report relating to the decisions made by the Executive Cabinet on two scrutiny reports put forward by Task Groups.

It was questioned by some members of the Board as to why an Advisory Group of the Executive Cabinet had been set up to consider any further options for the future of Bromsgrove Museum. It was believed that if the Executive Cabinet felt there was a possibility of additional options being available, these should have been referred back to the Task Group to investigate.

Members of the Board stated they were not against further investigation if the Executive Cabinet believed it was necessary, however, it was felt that Task Group members should have been involved with any further investigations carried out as this would avoid any duplication of work.

RESOLVED that the Chairman of this Board put forward the concerns of the Scrutiny Steering Board to the Executive Cabinet regarding the decision taken by the Executive Cabinet to set up its own Advisory Group in relation to the Bromsgrove Museum.

32/06

PROGRESS REPORT ON BDHT TASK GROUP

It was reported that a BDHT Task Group meeting had taken place at BDHT Headquarters on 12th July 2006 where BDHT Executive Management gave a presentation to the Task Group and answered several questions. It was stated that the Task Group's draft report was complete and the last meeting of the Task Group was scheduled to take place on 8th August 2006 where members would finalise the report.

Two members, who were also members of the BDHT Board, informed the Scrutiny Steering Board of a report they had received at the last meeting of the BDHT Board which seemed to give a different view on how BDHT perceived its relationship with this Council. It was explained that as it was tabled at the meeting of the BDHT Board without any prior notice, it had been deferred to the next meeting to give members time to consider it thoroughly.

A discussion ensued relating to the impact this report had on the work currently being carried out by the Task Group. There were also questions asked regarding any legal issues surrounding the suggestion for all members of the Council to receive a copy of the report by BDHT.

RESOLVED:

- (i) that the Acting Chief Executive be requested to consider any possible legal implications of the suggestion of sending a copy of the BDHT report to all members of the Council; and

- (ii) that, if necessary, the BDHT Task Group delay submitting their final report to this Board until the outcome of the report by BDHT is known.

33/06

NOTICES OF MOTION

Two motions relating to car parking charges had been submitted by Councillors D. McGrath and N. Psirides and referred to this Board for consideration. Councillor N. Psirides had also submitted a further detailed supporting paper and was invited to address the Board. It was the opinion of Councillor N. Psirides that this Board should refer this matter immediately to the Executive Cabinet requesting the charges be rescinded.

As two scrutiny proposals submitted by Councillor P. M. McDonald to the Board also related to car parking, the Board considered these at the same time as the two motions, together with a supporting paper submitted by Councillor P. M. McDonald detailing the reasons for scrutinising car parking charges.

A discussion ensued relating to the points made by both Councillors P. M. McDonald and N. Psirides regarding car parking charges for the disabled and senior citizens as well as the parking fines policy and procedure.

It was also stated that there had been recent problems relating to parking for those involved with the Farmers Market. The Corporate Director (Services) confirmed that this issue was already in hand and the Co-ordinator of the Farmers Market Group would be contacted.

RESOLVED:

- (i) that the reports and two scrutiny proposals relating to car parking be noted;
- (ii) that a task group be established to scrutinise issues relating to car parking;
- (iii) that Councillor G. N. Denaro be appointed as Chairman of the Car Parking Task Group;
- (iv) that Task Group Membership Forms be sent out to all non-Executive Cabinet Members to be completed by any Councillor who wished to become a member of the Task Group; and
- (v) that the Chairman of the Car Parking Task Group be requested to compile the Task Group's terms of reference for the Board to consider at its next meeting.

34/06

SCRUTINY PROPOSALS

Four scrutiny proposals had been submitted to the Board. As two of them relating to car parking issues and had already been considered under the previous item on the agenda, the Board went on to consider the other two scrutiny proposals relating to watercourses and flytipping which had been put forward by the Chairman.

It was understood that a map showing watercourses across the District was not yet available but it was expected to be available next month.

The Board was informed that the Street Scene and Waste Management Advisory Group were only looking at policy issues and therefore, there would be no duplication of work should a Flytipping Task Group be set up.

RESOLVED:

- (i) that the scrutiny proposal relating to watercourses be deferred until a map of watercourses in the District is available;
- (ii) that a task group be established to scrutinise issues relating to flytipping;
- (iii) that Councillor Miss D. H. Campbell be appointed as Chairman of the Flytipping Task Group;
- (iv) that Task Group Membership Forms be sent out to all non-Executive Cabinet Members to be completed by any Councillor who wished to become a member of the Task Group; and
- (v) that the Chairman of the Flytipping Task Group be requested to compile the Task Group's terms of reference for the Board to consider at its next meeting.

35/06

WORK PROGRAMME

Consideration was given to the work of the Scrutiny Steering Board.

RESOLVED that the following Work Programme be approved -

Subject	Date of Consideration	Other Information
Health Scrutiny Update	5th September 2006	Councillor D. McGrath, as this Council's representative, to provide an update on Worcestershire County Council's Health Overview and Scrutiny Committee. The Board to decide on frequency of update reports in the future.
BDHT	5th September 2006 / 3rd October 2006	Awaiting Task Group Report – Task Group set up in April 2006.
Performance of the HPU	To be confirmed	As requested by the Board, the Acting HPU Manager for Bromsgrove and the Chairman of the Worcestershire County Council's Scrutiny Steering Committee had been invited to attend a future a meeting. Awaiting a response.
Setting up of Trusts	31st October 2006	Detailed report highlighting all advantages and disadvantages relating to the proposal of setting up of trust(s) to run Council businesses.
Central Networks	December 2006/ January 2007	Representative from Central Networks be invited.
High Hedges Legislation	April 2007	Report relating to the cost incurred by other local authorities. The service at BDC to be reviewed in April 2007.
Affordable Housing	April 2007	Presentation by Strategic Housing Manager on progress.
Culture and Community Services – Task Group Review	June 2007	Task Group to reconvene for a review meeting
Use of Consultants – Task Group Review	July 2007	Task Group to reconvene for a review meeting
Passport to Leisure – Task Group Review	July 2007	Task Group to reconvene for a review meeting

36/06

ITEMS TO BE CONSIDERED BY EXECUTIVE CABINET

No specific comments were made on any particular item on the Agenda for the Executive Cabinet Meeting which was scheduled to be held on 2nd August 2006.

RESOLVED that no comments on any specific item on the Agenda for the next meeting of the Executive Cabinet be put forward by this Board.

The Meeting closed at 7.35 p.m.

Chairman

BROMSGROVE DISTRICT COUNCIL

MEETING OF THE PERFORMANCE MANAGEMENT BOARD

Monday, 21st August 2006 at 2.00 p.m.

PRESENT: Councillors Mrs. S.J. Baxter, A.N. Blagg, Miss D.H. Campbell J.P., C.B. Lanham and P.M. McDonald.

OBSERVERS: Councillors Mrs. J. Dyer M.B.E., Mrs J.M.L.A. Griffiths, Mrs. M. A. Sherrey J.P., Mrs. C.J. Spencer, Mrs. M.M.T. Taylor and P.J. Whittaker.

28/06 **ELECTION OF CHAIRMAN**

RESOLVED: that Councillor P.M. McDonald be elected Chairman of the Board for the remainder of the municipal year.

29/06 **ELECTION OF VICE CHAIRMAN**

RESOLVED: that Councillor J.A. Ruck be elected Vice-Chairman of the Board the Minutes be noted.

30/06 **APOLOGIES**

Apologies for absence were received from Councillors Mrs. J.D. Luck and J.A. Ruck.

31/06 **MINUTES**

The Minutes of the Meeting of the Board held on 14th July 2006 were submitted.

RESOLVED: that the minutes be approved and confirmed as a correct record.

32/06 **TOP 45 INDICATORS – QUARTER 1, 2006/07**

Consideration was given to the information on the Top 45 set of Performance Indicators which were intended to provide a strategic focus for performance management. Members raised a number of issues which were addressed by the Acting Chief Executive, Heads of Service and if appropriate by the relevant Portfolio Holder.

RESOLVED:

- (a) that the relevant Heads of Service be requested to submit further information to members on the following issues:
- (i) BVPI 64 – Vacant dwellings returned to occupation or demolished .In particular budgetary implications of returning dwellings which are not owned by the Local Authority into occupation;
 - (ii) BVPI 166a – Environmental Health standards checklist. An explanation was requested as to why the target had been reduced and details of the target for 2006/07;
 - (iii) BVPI 202 – Number of rough sleepers. In particular details of how the count of people sleeping rough is undertaken;
 - (iv) BVPI 203 – Change in the number of families in temporary accommodation. It was requested that when clarification was received from the DCLG on the mechanism used to report this indicator, this be reported to members together with any further initiatives to reduce the housing waiting list;

- (v) LPI Sports Services – Dolphin Centre Usage. It was requested that in future reports the usage figures for the Dolphin Centre be broken down into individual activities;
 - (vi) LPI Transport Services – Percentage of responses to Excess Charge appeals within 3 days. It was requested that information be submitted on the latest position.
- (b) that in relation to BVPI 218 regarding the removal of Abandoned Vehicles, the target for removal within 24 hours from the point at which the Authority is legally entitled to remove the vehicle be restored to 100% in view of the need to strive for improvement;
- (c) that the remainder of the information contained in the report be noted.

33/06

CORPORATE HEALTH PERFORMANCE INDICATORS – QUARTER 1 2006/07

Consideration was given to the information on the Corporate Health Performance Indicators. Members were updated where appropriate and a number of issues were raised with the Acting Chief Executive, Heads of Service present and the appropriate Portfolio Holders. Following discussion it was

RESOLVED:

- (a) that Corporate LPI 12 relating to the percentage of reply cards sent in agreed time be deleted to facilitate staff resources being concentrated on Corporate LPI 13 relating to the percentage of full replies sent within 10 days;
- (b) that it be noted that in relation to LPI 18 the “Actual” figure should read 7.6% rather than 30%; and
- (c) that the remainder of the information in the report be noted.

34/06

BUSINESS PLANS 2006/07 – QUARTER 1 REVIEW

Consideration was given to 2006/07 quarter 1 service business plan reviews in order to track the progress towards completion of the plans and to identify any potential problems or difficulties at an early stage. Members highlighted a number of issues in relation to the plans to which officers responded. Following discussion it was

RESOLVED:

- (a) that the reviews of the service business plans as set out in the appendix to the report be noted; and
- (b) that members be given further information relating to the cost of provision of a free collection of bulky refuse, particularly in view of the cost of dealing with fly tipping.

35/06

AUDIT COMMISSION – INSPECTION OF STRATEGIC HOUSING SERVICES

Consideration was given to a report on the recent inspection of the Council's Strategic Housing Services by the Audit Commission together with the Housing Inspection Action Plan compiled in response to the report to address the recommendations made by the Audit Commission.

RESOLVED: that the report of the Audit Commission on Strategic Housing Services together with the Housing Inspection Action Plan addressing the recommendations made be noted.

36/06

PROCUREMENT UPDATE

The Board gave consideration to the report on the latest position in respect of Procurement, including efficiencies achieved to date and projects which were

currently being undertaken. Following discussion it was

RESOLVED: that the report be noted and that when procurement savings are reported to future meetings, a more detailed breakdown of areas in which these have been achieved be included.

37/06

OUTTURN OF THE REVENUE AND CAPITAL BUDGET 2005/06

The Board gave consideration to the report containing the financial outturn position of the revenue budget and on capital schemes in respect of the financial year 2005/06. Following discussion, it was

RESOLVED:

- (a) that the net revenue outturn position of £9.747 million against the budget of £9.561 million be noted;
- (b) that the use of reserves and balances be noted and Cabinet be requested to approve this use;
- (c) that the capital underspend of £2.065 million against the estimated outturn Capital Programme for the year 2005/06 be noted;
- (d) that the progress made on capital schemes in the year 2005/06 be noted and Cabinet be requested to approve the carry forward of a total of £1.655 million;
- (e) that the total expenditure of £1.571 million made available under the capitalisation direction be noted;
- (f) that as there were a number of issues relating to areas of overspend within Street Scene and Waste Management, particularly regarding vehicles, the Head of Street Scene and Waste Management be requested to provide additional information and to be in attendance at the next meeting of the Board.

38/06

INTEGRATED FINANCIAL AND PERFORMANCE REPORT- QUARTER 1, 2006/07

Consideration was given to a report which sought to provide information on both the results across a range of performance indicators for quarter 1 relating to corporate priorities and the interrelationship between the Authority's financial position and operational performance in key areas.

RESOLVED:

- (a) that the report and appendices be noted;
- (b) that the current underspend to budget of £10,000 be noted;
- (c) that the predicted overspend be noted and that Heads of Service be requested to review the services provided to reduce the overspends where appropriate;
- (d) that the use of balances be noted;
- (e) that the capital underspend of £549,000 against the probable Revised Capital Programme at June 2006 be noted;
- (f) that the progress made on capital schemes to date be noted;
- (g) that in view of the predicted underspend in relation to Mandatory Disabled Facilities Grants and Discretionary Home Repair Assistance, additional information be provided, including the possibility of Performance Indicators being incorporated in respect of the Care and Repair agency.

39/06

IMPROVEMENT PLAN

Consideration was given to the report on the Improvement Plan which had been submitted to Cabinet on 2nd August 2006.

During this item, the Acting Chief Executive introduced Bill Roots to the Board. Mr Roots had recently been appointed to the role of Improvement Director.

Following discussion it was

RESOLVED: that the Improvement Plan be noted.

The Meeting closed at 3.50 p.m.

Chairman

BROMSGROVE DISTRICT COUNCIL

EXECUTIVE CABINET

6th SEPTEMBER 2006

AN OLDER PEOPLE'S STRATEGY FOR WORCESTERSHIRE: INDEPENDENT LIVING FOR OLDER PEOPLE – BRINGING TOGETHER HOUSING, HEALTH AND SOCIAL CARE

Responsible Portfolio Holder	Cllr P. Whittaker
Responsible Head of Service	Strategic Housing Manager

1. SUMMARY

- 1.1 This report brings forward a comprehensive countywide strategy for the delivery of housing options for older people that looks at housing options (regardless of tenure) for older people, together with the full range of appropriate health care, social care, preventative services and support services that need to be delivered and joined up to enable people to live as independently as possible. At the same time, it recognises the need for increased user control, choice and involvement.

This strategy (Appendix 1) that has gained County Council and neighbouring District Council approval comes forward for approval by Bromsgrove District Council.

2. RECOMMENDATION

- 2.1 **The Cabinet approves the Older People's Strategy for Worcestershire attached at Appendix 1 of the report, in principle, subject to further reports on any subsequent financial implications.**

3. BACKGROUND

- 3.1 The strategy has been developed by County Council Adult and Community Services in partnership with officers of the district, city and borough councils and the PCTs across Worcestershire who make up the Older People's Strategy Group. The strategy looks at housing options for older people together with the full range of appropriate Health Care, Social Care, preventative services and support services that need to be delivered and joined up to enable people to live as independently as possible. The Strategy takes a whole systems approach to the needs of older people within the county and provides a strategic context for the development of a whole range of innovative services that will meet people's changing needs and aspirations.

The Strategy covers the four-year period, April 2006 to March 2010 and dovetails with the Supporting People Strategy that also runs until 2010. The Strategy, in providing a context for housing options as well as a range of other services, includes a 30-year vision for the types of services being developed. This is particularly important for any building-based services, as the Housing Corporation (the government agency that funds social housing and regulates social landlords) is keen that new dwellings have a lifespan of 30 years as a minimum.

The Strategy has been developed with older people, Housing Providers, District Council and Health colleagues. An open consultation exercise was conducted, to gain the views of members of the public on current and future services for older people. The Voluntary and Community Sector provided input on the scope of the Strategy, with specific Black and Minority Ethnic community input.

3.2 Who is it for?

In practice the strategy is most relevant for those aged over 70 but in order to plan effectively for future needs the scope has been broadened to capture the views and aspirations of those aged over 50 who will become the older generation of the future.

3.3 Why is it needed?

There are thirteen different organisations delivering services to older people in Worcestershire. Whilst commissioning health and social care for older people is the responsibility of the County Council and the Primary Care Trusts, it is vital for all of the thirteen organisations to work collaboratively to develop a coherent strategy that links older people's housing to health, social care and other strategies throughout Worcestershire.

The number of older people relative to the rest of the population is increasing. In Worcestershire the number of people over 65 is forecast to increase by 3% between 2001 and 2011. The fastest rate of increase will be in the oldest age group (over 80 years and including those aged over 100). Older people are more likely to be homeowners, live in 'non decent' housing and more likely to experience more physical and sensory impairments than people of working age. There are increasing numbers of older people with a learning disability, a mental illness or dementia, or with a history of homelessness requiring more appropriate housing.

Both organisations with commissioning responsibilities and strategic planning responsibilities need to have a positive view of older people in society to eliminate age discrimination, ensure opportunities exist for older people to contribute as active citizens, remain as independent as possible, have access to suitable housing options and retain as good a quality of life as possible through appropriate use of hospital, primary care, community health care, housing and community services.

3.4 The underpinning aim of this strategy is to give a higher priority to linking housing and housing support services with health and social care services to enable more older people to remain in the community in their own homes and improve the quality of older people's lives.

With a commitment to maintaining independence, allowing older people to make informed choices and ensuring that the needs of BME groups are met, the strategy addresses the whole spectrum of needs ranging from the most highly dependent older people to those who require that little bit of extra help to continue living independently in their own home.

3.2 Consultation Process

The Strategy underwent public consultation between January and April 2006. Four consultation events were held across the county, alongside focus groups and meetings with Local Implementation Teams.

3.5 Consultation Summary

Overall older people and stakeholders warmly welcomed the Strategy and the vast majority support the strategic aims.

During the consultation process the opportunity was taken to include a section on older people with a sensory impairment and a section on protecting older people from abuse as these sections were previously omitted. In addition there are new and re-drafted health related sections that reflect the new White Paper *Our Health Our Care Our Say* including Falls Prevention, Expert Patient Programmes, Community Health Services, Intermediate Care and Supporting People with Long Term Conditions. The Older People from a Black and Minority Ethnic Community section has been redrafted to include the needs and respective actions for older people from a gypsy and travelling community.

The Older People's Strategy includes a section on equity release schemes and their use by older people. However following a negative publicity on equity release and concerns relating to risk for older people this section has now been re-drafted to reflect these concerns.

3.6 Issues from the consultation

The following are the only strategic aims that received significant negative responses:

- Direct Payments
- Telecare
- Floating Support
- Community Wardens.

The strategic aim for Direct Payments is to *"Improve older people's opportunity to exercise choice and control by increasing the take up of Direct Payments by older people and their carers"*. Concerns from consultation responses were regarding older people not wanting to take on 'employer' responsibilities in purchasing services themselves.

The strategic aim for Telecare is to *"promote and develop the use of telecare as one of a flexible range of options to help older people to remain in their own homes for longer and to support their carers"*. The issue around this aim included concerns over reliability and possible loss of human contact.

In response the Older Persons Strategy Group will continue to emphasise that these elements are part of a suite of available options and choices. This will be taken forward into the action planning and implementation process.

The strategic aim for Floating Support is to *"make the change from an accommodation-based model of housing-related support to a community-based*

floating support service with an integrated workforce that will go to a person regardless of where they live” and the aim for Community Wardens is to “make the change from the traditional ‘warden’ role in Sheltered Housing schemes, towards employing flexible community wardens”. The concerns around these aims are that there will be an effect on current services provided to tenants currently in sheltered accommodation.

The Strategy now includes a rationale to explain the reasoning and thinking behind these strategic aims and why these aims are important to maintain older people’s independence regardless of where they live. The strategic aims for floating support and community wardens are taken from Worcestershire’s Supporting People Strategy.

All of these changes were discussed at a meeting of the Older People’s Strategy Group on 4 May 2006, after the close of the consultation period. The partners and older people from Worcestershire’s Older People’s Forums discussed each of the amendments and were agreed upon before inclusion into the Strategy.

3.7 Making it happen

The County Older People Strategy Group have now addressed:

- Priority setting
- Business case for priorities
- Existing resources available to achieve Strategy
- Commitment of resources from partners
- Strategic joint implementation.

Clearly the need for rigorous priority setting is key, in order to break down what is an extensive Strategy into a manageable action plan, which will ensure that the aims of the Strategy can be taken forward over the next four years. This work is also being linked to the emergent Local Area Agreement housing targets.

Achieving the strategic aims set out in this Strategy does not necessarily require more resources – but it does require authorities to jointly consider more creative ways of commissioning services and joint working, with older people and communities shaping the services.

4. Financial Implications

4.1 None relating to the approval of the Older Peoples Strategy.

5. Link to Corporate Objectives

CORPORATE PLAN KEY OBJECTIVES	HOUSING LINKS
To make a major contribution towards achieving a healthy, caring and socially aware community.	<ul style="list-style-type: none"> • Community involvement and partnership working. • Achieving Decent Homes, funding of grants to improve housing conditions, reducing homelessness and supporting vulnerable people.

To provide a clean, safe and attractive environment	<ul style="list-style-type: none"> • Providing support to vulnerable. • Enabling older people to maintain affordable warmth and safe standards of repair to their home.
To protect and improve our environment and promote sustainable communities	<ul style="list-style-type: none"> • Assistance to homeowners and grants to improve energy efficiency and affordable • Support and assistance to promote independent living.
To foster and sustain a strong and expanding economy	<ul style="list-style-type: none"> • Provision of Housing For All
To provide sustainable culture and leisure opportunities	<ul style="list-style-type: none"> • Open space and recreational facilities within housing development.
To be an efficient and effective Council	<ul style="list-style-type: none"> • Community involvement, partnership working and consultation. • Strategies linked to Corporate Development and Recovery Plan

Background Papers

Draft Older Peoples Strategy Document

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AN OLDER PEOPLE'S STRATEGY FOR WORCESTERSHIRE

Independent Living for Older People-
Bringing Together Housing, Health and Social Care

2006 – 2010

VERSION FOR APPROVAL



AN OLDER PEOPLE'S STRATEGY FOR WORCESTERSHIRE

Independent Living for Older People- Bringing Together Housing, Health and Social Care

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AN OLDER PEOPLE'S STRATEGY FOR WORCESTERSHIRE

Independent Living for Older People- Bringing Together Housing, Health and Social Care

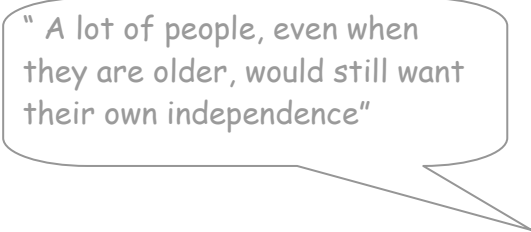
1. INTRODUCTION TO THE STRATEGY

The population is getting older as life expectancy increases and the birth rate remains low. Older people are often defined in terms of increasing dependency but this preconception must be challenged by making the most of the opportunities of age, the contributions older people have to offer, and the fact that older people will remain healthier for a larger part of their lives. A new kind of response is needed which is not delivered through separate departments working in rigid compartments. Older people are citizens as well as service users, no longer to be seen as passive recipients but active consumers with aspirations, choices and views.

Older People's expectations are changing. Most people prefer to stay put in their existing homes where they want to be able to choose from a range of service options to meet their needs, rather than the traditional choices of domiciliary or residential and nursing home care. People are interested in considering forms of housing with care along with a range of flexible services that are designed to support them to live at home for as long as possible, including preventative services, telecare, day opportunities and specialist forms of domiciliary care.

Traditionally health and social care services have focused on the 15% who are the most vulnerable older people, at times of crisis. This strategy is concerned with the wider older population (including the other 85%) to enable them to remain independent for as long as possible, and live their lives to the full. Equally, the housing needs of older people have been viewed narrowly in terms of the minority who live in specialised housing such as sheltered housing or focused on ordinary housing in terms of maintenance and repair problems. However the reality is that 74% are owner-occupiers living in ordinary housing, which is usually in a moderate state of repair.

This strategy has been written to reflect this wider perspective, along with changing lifestyles and expectations and builds on the positive contributions offered by older people to our community.



" A lot of people, even when they are older, would still want their own independence"

2. SCOPE OF THE STRATEGY

This is a comprehensive strategy that looks at housing options (regardless of tenure) for older people, together with the full range of appropriate health care, social care, preventative services and support services that need to be delivered and joined up to enable people to live as independently as possible. At the same time, it recognises the need for increased user control, choice and involvement. The strategy takes a whole systems approach to the needs of older people within the county and provides a strategic context for the development of a whole range of innovative services that will meet people's changing needs and aspirations.

3. WHO THE STRATEGY IS FOR

A key comment made during Worcestershire's Millennium Debate of the Age was 'we need to review society's perception of older people. We should not be labelled because of our age'.

The term older is contentious, interpretations are inconsistent and in any case, all older people are different. However this strategy reflects that distinctions are made in public policy based on chronological age and these distinctions shape local policy and practice. In employment terms 'older workers' tend to be those over 50. Eligibility for state retirement pensions applies to women aged 60 and men aged 65 (but changing to 65 for both genders between 2010 and 2020). In terms of a person's ability to move around freely and live independently the threshold might shift to the mid-seventies for most people.

In practice this strategy will therefore be most relevant for those aged over 70 but in order to plan effectively for future needs we have broadened the scope to capture the views and aspirations of those aged over 50 who will become the older generation of the future.

4. WHY WE NEED A STRATEGY

Worcestershire is a two tier local authority with six district councils, an ambulance trust, a mental health partnership NHS trust, an acute hospitals NHS trust and one county council within its area. There are also three primary care trusts though they are currently restructuring and are likely to be replaced with one. Responsibility for strategic housing is clearly vested within the district councils. Commissioning health and social care for older people is the responsibility of the county council and the primary care trusts, working in partnership. In order, however, to develop a whole systems approach to service delivery and capacity building, it is vital for the thirteen organisations to work collaboratively to develop a coherent strategy that links older people's housing to health, social care and other strategies throughout Worcestershire.

The challenge of ensuring the future provision of appropriate housing, health and social care solutions for older people in Worcestershire is how to move from 'what we have now' to 'what should be available' in the medium and long term in order to meet the diverse needs and aspirations of older people.

The number of older people relative to the rest of the population is increasing. In Worcestershire the number of people over 65 is forecast to increase by 3% between 2001 and 2011. The fastest rate of increase will be in the oldest age group (over 80 years and including those aged over 100). Older people are more likely to be homeowners, live in 'non decent' housing and more likely to experience more physical and sensory impairments than people of working age. There are increasing numbers of older people with a learning disability, a mental illness or dementia, or with a history of homelessness requiring more appropriate housing. In addition there is a natural target to reduce hospital emergency admission rates amongst people aged over 75 years which, if not met would have a knock on effect for hospital waiting lists and delayed discharges or delayed transfer to other settings.

It is essential that as service commissioners and strategic planners we:

- Have a positive view of older people in society and eliminate age discrimination
- Ensure that opportunities exist for older people to contribute as active citizens
- Ensure information and services exist to enable older people to remain as independent as possible
- Ensure that suitable housing options exist for older people across tenures and economic groups
- Support vulnerable older people to retain as good a quality of life as possible through appropriate use of hospital, primary care, community health care, housing and community services

5. TIME SPAN OF THE STRATEGY

The strategy covers a four-year period between April 2006 and March 2010 (so that it dovetails with the Supporting People strategy that runs until 2010.) However, as the strategy provides a context for housing options as well as a range of other services, it is important that the strategy includes a 30-year vision for the types of services being developed. In terms of building-based services this is because the Housing Corporation is keen that new buildings have at least a 30-year lifespan. Taking the longer term view will also ensure that the evolving expectations and aspirations of today's 50 year olds are factored into the planning process.

6. STRATEGY PROCESS

The strategy process has been overseen by the Older People's Strategy Group, which has in turn linked to the wider strategic agenda. As part of this, in summer 2005, over 300 members of the general public were asked about housing support and care needs for the older population. The detailed findings of this public opinion exercise are attached as Appendix 1.

SUMMARY OF KEY FINDINGS FROM THE PUBLIC OPINION EXERCISE ON HOUSING, SUPPORT AND CARE NEEDS.

- 71% of respondents had/or a family member had faced the decision of moving because of not being able to cope in their current home
- Of these, 57% received the services needed
- 60% knew where to go for information
- 71% would have liked additional support to stay at home, 23% sheltered housing, 4% a bungalow and 2% a care home
- The following factors are most important when deciding where to live when you are older:
 - 21% Location
 - 16% Affordability
 - 16% Within a safe environment
 - 16% With support close at hand
 - 13% Family
 - 7% Within ordinary communities
 - 6% Friends
 - 5% People of a similar age

In developing the strategy all the key stakeholders have been engaged including older people. The full list is attached as Appendix 2.

This final version of the strategy incorporates the comments and feedback received as part of the public consultation process. The next stage will be to develop an action plan with clear responsibilities and timescales for completion.

The amount of resources available to meet the increasing levels of demand will always be finite, so each year the funding priorities for specific aspects of this strategy will be identified.

For one carer, it wasn't the perhaps 'obvious' services that provided his lifeline, but his library. In his eighties, this man was caring for his partner - also in her eighties - and the support, a coffee club at his local library, that he had accessed himself, proved to be most valuable to him. Community based support such as this should not be underestimated, and we need to ensure that Libraries and other Cultural Services Units continue, and expand, their role in supporting people in our communities

SUMMARY OF KEY FINDINGS FROM THE FORMAL PUBLIC CONSULTATION ON THE OLDER PEOPLE'S STRATEGY.

The formal consultation for the Older People's Strategy ran from January to April 2006 during which there were open consultation events, stakeholder meetings and focus groups. During these months members of the public, providers and stakeholders were invited to make comments on the draft strategy. All comments and responses that were shared with us were taken into consideration. In response to reactions from the public consultation, the following sections have been amended:

- Older People from a BME Community
- Acute, Community Hospital and Continuing Healthcare
- Community Health Services
- Expert Patient
- Falls Prevention
- Intermediate Care
- NHS Direct
- Floating Support
- Equity Release

In addition, the following sections have been created:

- Supporting People with Long Term Conditions
- Older People with a Sensory Impairment
- Protecting Older People from Abuse

It should be noted however that sections of this strategy are influenced by government policy and consequently the Older People's Strategy Partnership were sometimes constrained in terms of changes that could be made.

7. LOCAL STRATEGIC VISION

The underpinning aim of this strategy is to give a higher priority to linking housing and housing support services with health and social care services to enable more older people to remain in the community in their own homes and improve the quality of older people's lives.

The Older People's Strategy Group is committed to:

- Ensuring older people are able to secure and maintain their independence within their own home appropriate to their circumstances
- Supporting older people to make active and informed choices about their accommodation by providing access to appropriate housing and services and by providing advice on suitable services and options
- Ensuring that the needs of older people from black and minority ethnic communities are appropriately met within Worcestershire

8. THE NATIONAL CONTEXT

In January 2006 the Department of Health produced the White Paper 'Our Health, Our Care, Our Say'. It sets out a new direction for the whole health and social care system and confirms the vision that was set out in the Green Paper, 'Independence, Well-being and Choice' – a vision for the future of social care for adults in England.

The starting point is the principle that everyone in society has a positive contribution to make and they should have a right to control their own lives. The local authority will have a key strategic and leadership role and work in an inclusive way with key partners to provide integrated services to meet the needs of a diverse community. People with the highest needs will receive the necessary support and protection and the risks of independence will be shared openly with individuals and balanced openly against the benefits. Services will be of a high quality delivered by a well-trained workforce or by well-supported carers. Technology will be better used and there will be a wide range of supported housing options. The NHS and social care will work together with an emphasis on preventing ill health where possible and maintaining the independence of individuals.

The White Paper also sets out a change in the way that services are provided, they will be more personalised and will fit better into people's lives. The public will have a stronger voice so that they become the major drivers of changes to services.

The DETR/DH document 'Quality and Choice for Older People's Housing: A Strategic Framework' (2001) set out several reasons why a more coherent framework for housing older people is necessary. Housing has a central role to play in enabling older people to remain involved and live their lives to the full. However it has to be allied to the right care, support and wider services older people want, such as good transport and services to keep them safe and prevent crime. Housing, health and social care need to work in a flexible and integrated way to ensure that older people are able to secure and sustain independence in a home appropriate to their circumstances.

A detailed list setting out the national policy context and drivers for change is set out in Appendix 3.

9. THE REGIONAL CONTEXT

The West Midlands Regional Housing Strategy (2005-2021) sets out a housing vision for the region in the 21st century. This is produced by the West Midlands Regional Housing Board and the West Midlands Housing Partnership.

The following policies in relation to older people apply across the Region:

- Public, Registered Social Landlords (RSL's) and private providers, including private house builders are encouraged to provide sheltered and extra care accommodation and other types of housing suitable for older people, and to respond positively to the cultural traditions and requirements of elders from ethnic minorities - suitable sites to be identified within local Development Frameworks.
- Social landlords are encouraged to develop products and incentives, which encourage older people occupying family homes for rent to move to smaller accommodation that meets their needs.

- Financial institutions across the range from banks to social enterprises are encouraged to offer imaginative schemes to allow those who wish to do so to mobilise capital tied up in their home. Local authorities are encouraged to develop a role in working with funding institutions to help develop suitable products.
- Local authorities and business should continue to develop quality assured services to assist older people to maintain the fabric of their homes in the private sector.
- Schemes to identify and assist vulnerable older households in fuel poverty should be vigorously pursued by local authorities and RSLs.
- The RHB will seek to work with adjoining regions in finding ways to stem destabilising pressures of retirement migration into the housing markets of the West Midlands.

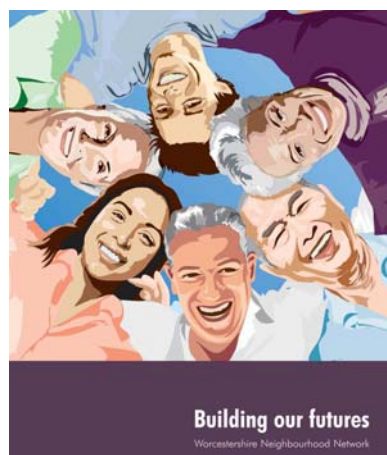
10. THE LOCAL CONTEXT

The local policy in Worcestershire is informed by national policy initiatives, in particular:

- Supporting people to live in their own home where possible, regardless of tenure
- Preventing the need for higher level services
- Working together taking a 'whole systems approach' to ensuring the availability of and access to appropriate accommodation, health care and social networks to help people live independently
- Maximising benefits and entitlements
- Making transport safe and accessible
- Providing support to carers

Worcestershire has successfully bid for £2 million over 2 years, 2006-2008 from DH through the Partnerships for Older People Projects (POPPS). The bid was supported by the same key stakeholders involved in the production of this strategy. As a result, a high impact initiative called the Worcestershire Neighbourhood Network (WiNN) will:

- Establish a comprehensive network of neighbourhood-based prevention, healthy living, early intervention and support services for older people and their carers
- Harness the capacity of the wider community to improve the lives of older people and their carers at a local level
- Replace traditional day services with opportunities to access mainstream community activities



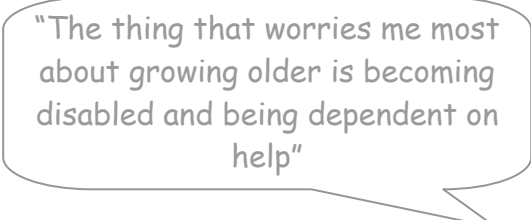
WiNN will make a significant contribution to the implementation of the prioritised areas of this strategy using a 'Sure Start' approach and focusing on three sites where there is evidence of deprivation – two urban and one rural. A particular focus will be services for people from black and minority ethnic communities. Engagement of older people will be a central element.

Worcestershire Partnership of Older Peoples Forums represent older people within each district council area, and their stated vision is to ‘increase their knowledge and understanding of the issues affecting older people and to put forward a collective consensus of opinions and views that will be shared with others in order to influence change at a local, regional and national level.’

Further details of the local context are attached as Appendix 4

11. NEEDS AND DEMANDS FOR SERVICES

Life expectancy for both women and men is increasing faster than healthy life expectancy, which means that on average the last 4 years of life for men and the last 5.5 years for women are lived with significant disability.



“The thing that worries me most about growing older is becoming disabled and being dependent on help”

This ‘compression of morbidity’ theory suggests that frailty and illness will be concentrated into a relatively short period at the end of life. The Wanless Report, commissioned by HM Treasury in 2001 to review the long-term trends affecting the NHS, highlighted the fact that people make the most use of intensive services in the year leading up to death, irrespective of age. It also concludes that while severe illness and frailty among older people is likely to decline, the number of minor health problems may increase as older people live longer. Health inequalities, however, continue to increase and there is a gap in life expectancy between people living in deprived neighbourhoods and their better off peers.

The present picture in the UK is that added years of life expectancy are also adding to the years spent in disability but the opposite is now occurring in the USA, a trend that may follow here. The reasons for this are unknown but could be related to improved healthcare, reduced smoking and substantial improvement in education levels amongst older people. There is also a strong rise in expectation for healthy ageing in America and far stronger public campaigns such as the ‘grey vote’, which may be self-fulfilling in leading to better health.

Services for older people are often focused on a narrow range of intensive services that support the most vulnerable in times of crisis. Older people are often seen as an NHS and social care ‘problem’. In fact, national evidence from the Audit Commission and Better Government for Older People report in 2004, ‘Older People – a changing approach’ shows that at any one time only about 15% of older people are in touch with care services. All too often the 85% majority receives little attention.

This strategy addresses the whole spectrum of needs ranging from the most highly dependent older people to those who require that little bit of extra help to continue living independently in their own home.

SOME FACTS ABOUT WORCESTERSHIRE

- Around 17% of the population is aged over 65 years (slightly higher than the national average)
- This is projected to increase to 19% by 2009
- In 2004 there were 92,444 people aged 65 or over
- Of these 13,281 received a service of some kind from Adult and Community Services, (Worcestershire County Council)
- Assuming 90% occupancy of places in the county, 3735 older people were in care homes or long stay hospital care.
- On the last day of 2004/5 financial year there were 1819 long term residents in residential/ nursing homes who were supported by the council (1061 were in care homes and 758 in nursing homes)
- 4778 people aged over 65 received home care services
- 1405 attended local authority funded day centres
- 74% are owner occupiers and this is increasing
- Hospital admission rates are rising. 12,537 people aged over 65 were admitted to hospital as emergency admissions in 2003/4 and an estimated 13,232 in 2004/5
- 2.5% of Worcestershire's population are from a black and ethnic minority group. This compares with the percentage in England as a whole of 9.1%
- The largest percentage is in the 0-64 age group at 6.7%, with 0.6 % of people aged 65 years and over being from black and ethnic minority communities
- The largest minority group is Pakistani
- In 2005 there are an estimated 7,028 (over 25%) older people with dementia and this is estimated to rise by 8.7% by 2,008
- There are an estimated 1,620 older people suffering from major depression, 8,820 from minor depression and 12,150 with depressive syndrome. Prevalence is higher amongst hospital patients and residents of care homes
- There are 512 people aged over 50 with a learning disability
- Assuming Worcestershire follows the national average, based on the 2001 Census, amongst people aged 65 and over:
 - 70% report a debilitating illness, which restricts their daily activities.
 - 15% live in local authority rented accommodation
 - 85% live in general housing
 - 74% are owner occupiers

This illustrates that in line with national findings, only a minority of older people are using services at the higher end of the support spectrum, though the majority of older people will at least require some of the wide range of services outlined later in this strategy from time to time and to varying degrees.

Further details concerning the over 65 population in Worcestershire by locality and the estimated changes over the next 5 years are shown in Appendix 5.

The Personal Social Services Research Unit (PSSRU) at the London School of Economics was commissioned to produce projections of demand for long-term care services for older people in Worcestershire to 2011. Their approach recognised that the demand for services is not absolute and that it is affected by both demographic pressures and changes in policy, such as a shift from residential to home care.

The report found that an increase of around 17% would be required in the number of residential and nursing home places and an increase of around 20% in home care services for older people in Worcestershire to keep pace with the expected population changes between 2001 and 2011.

It also showed that changes in policy can have a substantial impact on the future number of residential and nursing home places required. Even a relatively small shift of 10% towards home care provision for older people would significantly reduce the increase in demand for residential care.

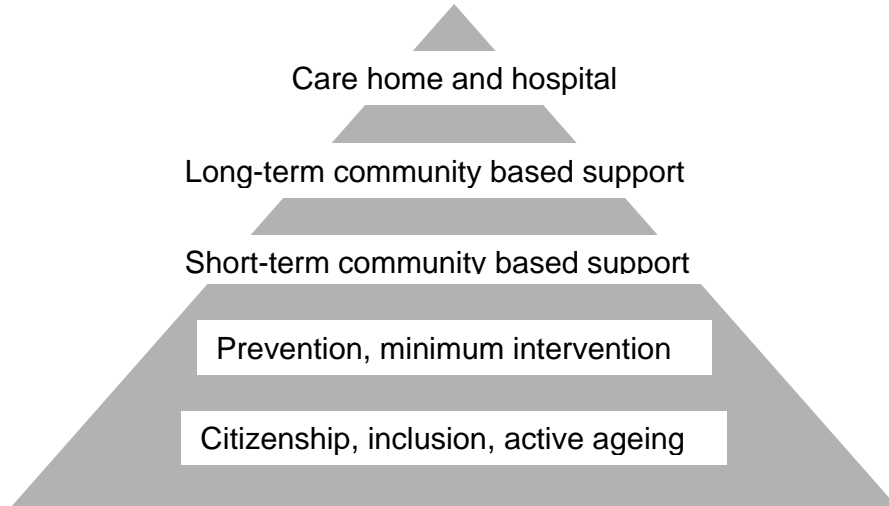
The broad implications for policy are clear. Rehabilitation services to reduce dependency rates and increased domiciliary care for older people to promote care at home could potentially prevent demand for residential and nursing home care rising over the next decade despite the projected increase in numbers of older people. In the absence of such measures, and with no change in dependency rates, demand for residential and home care services for older people is projected to increase significantly between 2001 and 2011.

These findings did not take account of changes in public expectations about the quality, range or level of care. Rising expectations, associated with rising real pensioner incomes, could clearly have a substantial impact on future demand for long-term care. It also made no allowance for changes in the supply of informal care by family members, friends or neighbours. A decline in the supply of informal care, for example, due to the rising labour market participation of mid-life women, could increase demand by older people for formal services.

12. IMPROVING HOUSING AND SUPPORT SERVICES FOR OLDER PEOPLE IN WORCESTERSHIRE.

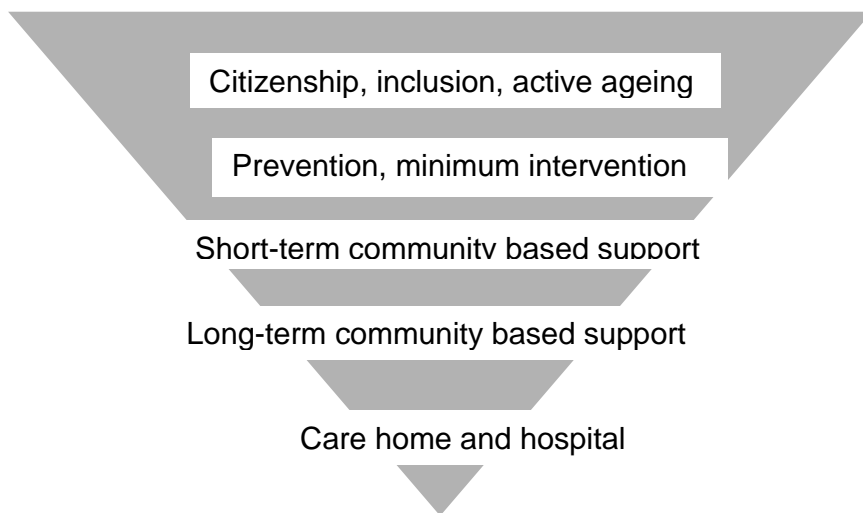
Currently we focus most resources for older people on those with the most severe needs – see figure 1 where resources are concentrated at the very tip of the triangle.

Figure 1



The future approach needs to reverse this trend by inverting the triangle so that the level of inclusion of older people is at the top, see figure 2.

Figure 2



The table below outlines this community based approach, starting with the highest level of social inclusion (supporting older people to live at home) and progressing to the lowest level (intensive long term services to support those with the highest level of needs).

LEVEL OF INCLUSION	ELEMENTS
1. Citizenship, Inclusion, Active Ageing	Accessible Housing / Lifetime Homes Across Tenures Information and Advice Services Advocacy Financial Assessments and Benefits Take-up NHS Direct Direct Payments Community Safety Affordable Warmth / Fuel Poverty Transport Exercise Learning, Ageing Well / Healthy Ageing Schemes Volunteering and Timebanks Befriending and Volunteer Visiting Schemes
2. Prevention / Self Care	Supporting People with Long Term Conditions Expert Patient Programme Community Equipment Services / Assistive Technology Community Alarms Telecare Adaptations Home Improvement Agencies Handyperson / Gardening Schemes Floating Support Community / Neighbourhood Wardens Domestic Support Shopping Community Meals Lunch Clubs Social Clubs Falls Prevention Short Term Breaks (in the community and in care homes)
3. Short Term Community Based Support	Domiciliary Care / Night Care Community Health Services Intermediate Care
4. Long Term Community Based Support	Sheltered and Very Sheltered Housing Extra Care Housing Adult Placements Homeshare Equity Release Domiciliary Care / Night Care Day Opportunities
5. Care Homes and Hospital Care	Care Homes and Care Homes with Nursing Acute, Community Hospital and Continuing Care

The next part of the strategy defines these different elements of housing, health and support services for older people in Worcestershire, drawing out the implications for service development and improvement in order to achieve the locally agreed strategic aim.

13. LEVEL OF INCLUSION 1 - CITIZENSHIP, INCLUSION, ACTIVE AGEING

i. Accessible housing and lifetime homes across tenures

Lifetime Homes are defined by a set of standards covering access (car parking, approach, illumination, lifts), inside the home (width of doors and halls, wheelchair space, layout, toilets and bathrooms, room for a lift and suitability for hoists) and fixtures and fittings (windows, switches, sockets and service controls).

Strategic Aim

Maximise the use of 'Lifetime Homes' standards for new dwellings across the sectors in order to promote independent living and increase the range of housing options open to older people.

The accessibility of the main facilities of the home and of the major living areas is a basic requirement for maintaining an independent lifestyle and yet in many houses it is problematic. The overwhelming majority of older people live in general housing, so the messages of this strategy need to be heard in relation to new build or major refurbishment, in the planning of neighbourhoods and the design of dwellings. 'Design for the young and you exclude the old; design for the old and you include the young' Professor Bernard Isaacs (1924 -1995).

Action Points:

- Agree common definition of 'Lifetime Homes' standards based on the Joseph Rowntree 16 standards
- District Councils to adopt 'Lifetime Homes' standards for all new build
- Work closely with district council planning colleagues to explore the feasibility of introducing these standards in relation to all new housing
- Explore the potential benefits of smart homes in planning future housing-based models of care (A smart home is a dwelling incorporating a communications network that connects the key electrical appliances and services, and allows them to be remotely controlled, monitored and accessed – see section on assistive technology).
- Develop an approach which enables older people to participate in decisions about the design, development and the management of estates
- Where housing providers are undertaking major programmes of improvement to meet the Decent Homes standard, ensure that the opportunity is taken to 'age proof' properties and check specifications with occupational therapists / apply aspects of Lifetime Homes standards

ii. Information and Advice Services

Effective and timely information and advice plays a key role in enabling older people and assisting their carers to access the kind of housing, support and care that meets their needs and preferences to enable them to plan for the future, whether choosing to move or to stay at home.

Strategic Aim

Ensure that older people and their carers have easy access to clear, accurate and up to date information and advice through integrated systems which make this available in different formats in everyday, accessible locations.

There is an abundance of sources of information for older people in Worcestershire including statutory and voluntary agencies. However these different information sources are not necessarily working in a joined up, cohesive way and older people report that it is not always clear where to go if you are looking for information.

The Strategic Partnership Board for Older People commissioned Age Concern Herefordshire & Worcestershire to facilitate the development of an Information Strategy for Older People.



As part of this work, the Older Peoples Access to Information Survey research was designed to assess how older people access information and how they feel about the quality. Some of the key findings from the research were:

- The preferred way to receive information is through personal, face to face discussion, followed by leaflets and the telephone
- Age Concern, the media and family and friends are popular sources of information
- The Post Office and Library are other popular sources
- Helplines and the internet are currently less well used
- Pensions and benefits are a key area for information requests, followed by health and fitness and transport
- Levels of satisfaction with information services are relatively high

Action Points:

- Build on the work already completed to develop an Information Strategy for Older People
- Agree standards, training requirements and monitoring arrangements for information services
- Build on the 'Better Care Higher Standards' objectives, by making links between different services such as housing, health and adult and community services so that it

becomes easier for people to access information and advice in relation to one service even if their initial point of contact is with another service.

- Increase awareness of the services available at the Worcestershire hub centres, including creative publicity targeted at older people and their carers
- Local housing authorities to ensure that advice and information for older people on homelessness and the prevention of homelessness is well targeted and signposted
- Increase the provision of information about access to transport
- Make information widely available about schemes such as the national Elderly Accommodation Counsel website on housing and care options for older people in the public and private sectors and the information service provided by local Age Concern groups
- Continue to develop preventative schemes to be available in every locality to inform people of the services available to them, including excluded older people.
- Develop a hospital based Wellcheck scheme that will be available to people before they are discharged.
- Increase the provision of information about carer's rights, services and support to enable them to continue caring through primary health care centres, hospitals, the Worcestershire hub contact centres and adult and community services establishments
- Increase awareness of local authority publication schemes (a requirement under Freedom of Information legislation) that declares what information public bodies (such as councils and the health sector) make accessible. Worcestershire County Council's Scheme can be accessed at www.worcestershire.gov.uk/foi

iii. Advocacy Services

Advocacy involves taking action to help people to say what they want, securing their rights, representing their interests and obtaining services they need. Advocacy is most effective when carried out by a person who is independent of the services being provided.

Strategic Aim

Ensure that there is sufficient advocacy available throughout Worcestershire for older people including older people with mental health problems and their carers.

Older people have every right to be in charge of their own lives but sometimes frailty, disability, financial circumstances or social attitudes can result in very limited choices or opportunities. Advocates listen to what someone wants and then support them in getting their voice heard and having their views recognised.

An advocate can be anyone who is willing and able to make a commitment to speaking up for their client and supporting their wishes. Advocates come from a wide range of backgrounds and interests and they are supported in doing this work through training and supervision.

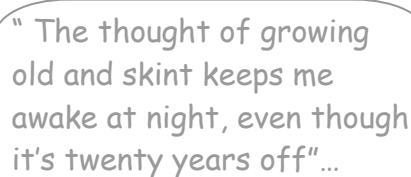
Action Points:

- Ensure level of advocacy provision is sufficient to meet the needs of older people including older people with special needs
- Ensure that public awareness is raised about the availability of advocacy services

- Monitor the availability and quality of advocacy services

iv. Financial Assessments and Benefits take-up

The great majority of people over 65 receive pensions and many receive other benefits too, which often form the greater part of overall income. There are also cost implications for carers who need to maximise their potential income.



"The thought of growing old and skint keeps me awake at night, even though it's twenty years off"...

Strategic Aim

Establish joint working arrangements with clearly defined roles and responsibilities to ensure that older people, people seeking advice on behalf of an older person and carers have easy access to financial assessments and benefit entitlement advice.

Nationally, central government is encouraging joint working as part of their "Third Age Service" for pensioners. The aim of joint working is to dispense with duplication and to provide a single service for the people of Worcestershire. One visiting officer, representing a number of agencies (adult and community services, the pension service, and the district council), will visit the customer to carry out a full welfare rights check, and a financial assessment for adult and community services if appropriate. With the customer's consent the information will be shared between partners to ensure only one visit is necessary to maximise their benefit rights.

Various counties in England have set up or are in the process of setting up joint teams with the pension service to take this initiative forward.

The vision within Worcestershire is that a joint team, comprising of staff from the county council, district councils and the department of work and pensions (DWP) will work together to provide the customer with one person who will undertake one visit, to provide an immediate appraisal of the customer's financial assessment and benefits entitlements. Therefore older people or people seeking advice on behalf of an older person will have easy access in their local area to benefit advice and financial assessment information— either through a single access point, or several access points.

Joint teams are not about dismantling existing organisations but building on existing partnerships to create an integrated network of services for older people.

It is anticipated that the joint team will remove the need for benefits verification visits, improve customer satisfaction, reduce intrusion into the customer's life and provide a more efficient financial assessment and benefits advice service.

Action Points:

- To establish and maintain a joint team comprising of county council, district council and DWP staff

- All parties to sign the Joint Team Memorandum of Understanding which outlines the joint team governance, service level agreements and data sharing requirements
- To establish a Strategic Partnership Board to ensure that the joint teams strategic objectives can be effectively delivered and monitored
- Establish processes by which hard to reach groups are encouraged to claim benefits
- Establish a process to ensure carers have access early in their caring role through a variety of workshops to good quality information and advice about the financial implications and benefits available throughout their caring role.
- Document an IT vision which can facilitate the electronic sharing of information moving from data capture to data enquiry
- Work with the Department of Works and Pensions and financial experts to maximise benefit take up and inform older people and their carers about the full range of services available
- Equip joint team staff to advise on and signpost to a wide range of services including leisure, life-long learning and volunteering opportunities
- Tackle social exclusion through building new partnerships between the joint team and fuel poverty scheme providers such as Warm Front and utility companies to eradicate fuel poverty

v. NHS Direct

NHS Direct is a national clinical service which aims to provide nurse led help and advice over the telephone on a 24 hour basis 7 days a week. It also provides an Internet based service, NHS Direct Online.

Strategic Aim

Local Primary Care Trusts (PCTs) to shape the priorities of NHS Direct or equivalent services in line with wider healthcare objectives using national funding devolved to PCTs in 2004/5.

The service was launched in 1998 as small-scale pilots and is now a national service including Worcestershire, although the uptake across the county remains low. Within Worcestershire NHS Direct is linked to the Worcestershire Urgent GP Out of Hours Service. It has proved very popular elsewhere with the public. In 2004/5, national funding was devolved to PCTs. In time it is envisaged that it will become the means by which patients will be able to contact any part of the NHS.

Action Points:

- Develop the service to meet anticipated growth in demand (the Department of Health nationally anticipates a threefold increase in call capacity)
- Provide a single point of access for out of hours care by end of 2006 to enable fast and easy access to multi-disciplinary emergency care networks
- Further extend the role of NHS Direct or equivalent provider as a single point of access to explore the opportunity to use the service to deliver key objectives e.g. Choose and Book
- Use technology and new ways of working to boost productivity and increase capacity

vi. Direct Payments

Direct Payments are designed to create flexibility in the provision of social services, giving money in place of social care services so people have a greater choice over their lives and decisions about how care is delivered. Instead of providing to individuals directly, payments are made to individuals who can then use them to purchase services and employ staff.

Strategic Aim

Improve older people's opportunity to exercise choice and control by increasing the take up of Direct Payments by older people and their carers.

Direct Payments were first introduced in 1997 for working age adults and over time have been opened up to older people in 2000. They are only provided to meet social care needs but 'Independence, Well-being and Choice' proposes increasing the numbers of older people in receipt of Direct Payments through piloting the introduction of a new system of individual budgets to bring together housing support and other funding streams including purchasing housing adaptations, leisure and transport services.

In Worcestershire, there are currently (as at the end of June 2005) 20 older people receiving regular and ongoing Direct Payments to meet their everyday personal care and daily living needs. This represents 16% of the total number of people using ongoing Direct Payments in the county.

Direct Payments can also benefit carers through the Direct Payments for carers scheme that operate throughout Worcestershire which makes one-off and regular Direct Payments to support them in their caring role and/or enable them to have a break by putting them in control of deciding what form that break or support takes.

There are 109 carers of older people (who may be over 65 themselves) who are using one-off and short term Direct Payments to purchase short breaks and carers services. This represents 51% of the Direct Payments made to informal and family carers within the county.

Action Points:

- Develop an action plan to overcome the perceived barriers preventing take up of Direct Payments by older people
- Recognise that Direct Payments can be used to purchase care in supported housing where there is a clear distinction between providers of tenancy and providers of support
- Increase the numbers of carers in receipt of Direct Payments through a range of initiatives including workshops
- Develop the use of Direct Payments to purchase equipment or assistive technology

vii. Community Safety

For older people, feeling safe as they move about their environment is especially important and the fear of crime is a key concern. Neighbourhood and individual home design need to take account of both these factors.

Strategic Aim

Improve the safety of older people, provide reassurance and reduce the fear of crime within the communities in which they live.

Statistically Worcestershire is an area of relatively low crime compared with other parts of the country. In addition people aged over 65 are at least risk of becoming a victim of burglary, but they are more vulnerable than other age groups to distraction burglary. There is significant evidence that older people feel worried about the prospect of crime even if there is a relatively low risk in reality. This concern about crime can have a significant impact on older people's ability to participate in wider community activities.

Within Worcestershire the Local Area Agreement that will come into operation in April 2006 will provide a starting point for the identification of key outcomes. Work on safer communities is one of six themed groups within the Local Area Agreement that will consider the issue of community safety. Work is already underway to deliver more visible policing in certain hotspots around the county that will encourage older people to feel more secure. It will also be important to design out features that encourage crime and anti-social behaviour within neighbourhoods including appropriate lighting, obstruction, level walkways etc.

Action Points

- Assess safer and stronger community outcomes within the Local Area Agreement for their impact on community safety issues in relation to older people's services to ensure that their concerns are being addressed
- Ensure that local Community Safety Strategies specifically address the issues and concerns of older people
- Map the wide range of initiatives currently operating in Worcestershire including a gap analysis and examples of best practice
- Build on existing local community initiatives designed to improve community safety and provide reassurance
- Develop a countywide action plan involving key stakeholders including district councils, police, trading standards, voluntary sector agencies and health and social care organisations
- Ensure maximum public awareness of the issue and the services that are available to help

viii. Affordable warmth / fuel poverty

Fuel poverty is where a household cannot afford to keep warm at reasonable cost. The UK Fuel Poverty strategy defines this as where a household needs to spend more than 10% of its income on fuel use. Tackling fuel poverty and health, mobility and social inclusion.



Strategic Aim

The signatories to the Affordable Warmth Strategy for Worcestershire are committed to the eradication of fuel poverty and the provision of affordable warmth for all households within the next 10-15 years. (The Government's target is to eradicate fuel poverty for households containing a person over 60, or on certain benefits, by 2010).

Fuel poverty is not confined to older people, but various factors increase their vulnerability. These include spending a high proportion of time within the home, poor circulation and other health problems, low income, and being the sole occupant of a property. More than half of fuel-poor households include people over 60. Living in cold, damp environments, leading to increased hospital admissions, can aggravate health problems.

Building fabric, fuel costs and heating systems are key determinants of the cost of heating a home. Owner occupied and particularly private rented properties tend towards lower energy efficiency, increasing the likelihood of fuel poverty for the occupants. Rising fuel prices will also increase numbers in fuel poverty.

Local Authorities have obligations under the Home Energy Conservation Act to improve domestic energy efficiency. National responses to high fuel prices and climate change, such as more stringent Building Regulations on insulation, windows, and boiler performance will act against fuel poverty.

The national Warm Front grant can provide central heating and insulation systems to older people on certain benefits. Discount cavity wall and loft insulation are offered by the fuel utilities, subject to certain criteria. Guidance on taking up grants and discounts, and energy efficiency generally, is offered to all householders by the local Energy Efficiency Advice Centre.

Assessment of the levels of deprivation and other indicators suggest that more than 13% or up to 30,000 households in Worcestershire are experiencing some degree of fuel poverty with some very high percentages in some parts of all 6 local authority areas. More than half of all fuel poor households include people aged over 60 and older people living alone are particularly susceptible. Although more than half the fuel poor are owner-occupiers, the highest concentration of fuel poverty is in the private rented sector where around 40% of all households are affected.

To ensure progress is made towards the strategic aim the 6 local authorities are working in partnership with the 3 Primary Care Trusts in the County, Worcestershire Adult and Community Services, fuel utilities fulfilling their Energy Efficiency Commitment obligations, businesses, community organisations, and the local Energy Efficiency Advice Centre. Delivery at a County level is coordinated through the Worcestershire Home Energy Group, and at the local level through district Affordable Warmth Groups.

Informing older people of the help available, and convincing them to take it up, is a key challenge. This can be tackled by partnership working, particularly with front-line workers and community groups.

Action Points:

- Ensure Affordable Warmth for Worcestershire strategy delivery, development and evaluation
- Encourage all housing owners to achieve affordable warmth
- Ensure low income residents benefit from fuel supply competition
- Raise awareness of fuel poverty and affordable warmth
- Provide energy awareness training
- Establish and maintain effective partnership working

ix. Transport

An ability to get out and about is central to enabling older people to continue living in their own homes and to participate in society.

Strategic Aim

Ensure a co-ordinated approach to addressing the transport requirements of older people to enable them to live independent and fulfilling lives.

Transport is almost always a means to an end, and the vast majority of journeys have a specific purpose such as shopping, visiting family or friends or going to hospital or the doctor. Older people must be able to get out and about, with access to public transport and at an affordable price.

'Opportunity Age' identifies that older people should be actively engaged locally in influencing transport decisions which affect their lives. The Department of Transport has asked all local authorities in England to develop five-year transport plans which identify the accessibility issues affecting an ageing population and the priorities for addressing them. While transport facilities will play an important part in finding solutions, the location of services and the way they are delivered has as significant an impact on accessibility as transport provision. The plans should therefore consider other approaches, for example bringing services to the customer rather than taking the customer to the service.

'Independence, Well-being and Choice' observes that society is changing partly due to changing local economics. The shifting focus away from the high street and towards out of town shopping centres and supermarkets has had a disproportionate effect on those who find it difficult to get around. The closure of local pubs, shops and banks contributes to a sense of social decline. Living in a car orientated society without a car can be a problem. In rural areas people living on a low income can feel isolated and socially excluded.

In Worcestershire the Local Transport Plan states that through partnership agreements the council will encourage public transport operators (bus and rail) to provide at least concessionary fares for older people for all journeys within the county and to and from adjacent districts.

The council is also exploring schemes such as taxi buses and post buses to strike a balance between community cars, dial-a-ride schemes and a conventional bus service to address rural transport problems.

Community car and dial-a-ride schemes exist across Worcestershire. They are provided by a variety of organisations for a small charge and the journey must be booked.

Action Points:

- Ensure public transport is fully accessible and safe for older people (including those living in rural areas), improve links between various transport schemes, such as buses and railway stations, and ensure bus stops are accessible for older people
- Support travel to core bus networks via shared taxis to enable people to reach the bus stop rather than take a taxi for the whole journey
- Promote disability awareness training for taxi drivers
- Encourage and promote improved integration of transport services across the county
- Encourage participation by older people in the consultation process as part of the development of the County's Local Transport Plan 2006 – 2011 (currently underway)
- The county and district councils to work together through the Joint Passenger Transport Forum to identify a common approach to the provision of a county-wide concessionary travel scheme including older people
- Encourage and promote the establishment of a single point contact for transport services, targeting and consulting older people so they are aware of and can access all the transport options available, including demand responsive transport schemes, park and ride schemes, community transport schemes, non-emergency ambulance services, vehicle sharing schemes, etc
- Develop and promote independent travel training where appropriate to enable older people to begin or continue to use public transport
- Develop a greater understanding of the issues facing the significant proportion of older people who continue to run their own car to help them to maintain these for as long as is safely possible
- Develop safe routes for pavement scooters (a new feature) and bicycles which do not bring them into conflict with either pedestrians or motorists
- Respond to the strong demand for flexible transport to and from hospital including the need to be met on arrival and assisted
- Encourage organisations to take responsibility for the demand for travel that their developments create, by providing travel plans and linked local services feeding into main routes, so that older people can access their services
- Map local Community Transport schemes which run minibuses and social car schemes to inform future funding decisions
- Increase the numbers of older people using Direct Payments for transport

x. Exercise

Keeping active can reduce the risk of coronary heart disease, diabetes, obesity and stroke, maintain mobility and independence, reduce the likelihood of falling and consequent hip fractures and help ensure a good appetite etc.

Strategic Aim

Improve the access opportunities for older people to exercise.

Older people can participate in mainstream T'ai Chi, Pilates and Yoga groups as well as special exercise classes for people over 50. Everyday activities such as swimming, walking, gardening etc can be as effective as formal classes.



The 2004 White Paper, *Choosing Health*, prioritises increasing exercise because it reduces the risk of major chronic diseases and premature death. Over a third of people are not active enough to benefit their health and rates of walking and cycling have fallen over the last 25 years.

'Walking for Health' is an initiative of the British Heart Foundation and the Countryside Agency and aims to get more people walking in their own communities. Walking networks and groups exist throughout Worcestershire.

In addition, Cultural Services indirectly fund dance projects aimed at older people, which helps to increase mobility for example "Shin Dig".

Action Points:

- Work to develop a whole range of initiatives ranging from exercise for more physically able older people e.g. Extend exercises for frail older people
- Promote Age Concern's Ageing Well Project including Tai Chi and exercise classes (including transport) for Asian women in conjunction with University College Worcester
- Promote Age Concern's Activity Leaders training courses for those wanting to deliver exercise and physical activities in their centres, including residential care homes etc
- Continue to fund and support other groups that provide exercise sessions at day centres and lunch clubs
- Promote 'Walking for Health' initiatives
- Map the range of mainstream exercise classes that are available for older people to participate in, including access issues concerning transport, the cost of transport and timing. (This will include consideration of how older people who are less fit and have no means of transport can be helped to access these services)

xi. Learning, Ageing Well / Healthy Ageing Schemes

Learning, whether it is practical or purely academic, is one of the best ways to keep the mind active. 'Anyone who stops learning is old, whether at twenty or eighty. Anyone who keeps learning stays young. The greatest thing in life is to keep your mind young'.

Strategic Aim

Improve the access opportunities for older people to lifelong learning including Ageing Well/Healthy Ageing Schemes.

There is good evidence that older people can benefit substantially from continuing to learn and gain new skills as part of a fulfilling and active retirement. For many, involvement in learning represents an important form of social activity. Older people who are more highly educated experience benefits to their mental and physical health. In recent years participation in learning and training by older people has risen.

Many people choose to re-enter education when they get older, through night school, the Open University, becoming a mature student, University of the 3rd Age (U3A), distance learning and correspondence courses. The popularity of further education and lifelong learning has led to a surge in new centres and courses available to all. This combined with the rise in IT and computing means it is becoming easier to find information about courses and types of learning and now there are courses that can be completed online.

Worcestershire County Council Cultural Services engage older people in a variety of ways, for example, Libraries and the Record Office provide evening classes in Local and Family History, day schools in palaeography, Latin, house history, day-time internet taster sessions and early evening bite-size history sessions which are open to all. The Museum on the Move and the Computer Bus specifically target older people and library books are available in residential care homes. The Historic Environment and Archaeology Service based at the University of Worcester provides opportunities for older people (some currently in their eighties) to become actively involved as volunteers in the office and on a variety of projects.

Ageing Well schemes aim to promote healthy lifestyles and improved quality of life for people up to and after the age of retirement. They usually take the form of training courses.

This is not a well-developed area, nor has Adult and Community Services traditionally been a major funder of these types of schemes. However, an evaluation of a local Healthy Living Project in May 2005 found the following positive outcomes:

- The adoption of healthier lifestyles
- Earlier detection/level of awareness of some diseases
- Reduction in risk of falls
- Reduction in risk of accidents in the home
- Improved information
- Reduced isolation

Action Points:

- Promote awareness of the government's intention to remove the age cap for higher education fee loans from 2006 and the new Skills White Paper which will reinforce the attention employers pay to reskilling older workers and improve training support
- Map the access opportunities for learning through mainstream adult education classes, special interest groups, U3A etc including any barriers to participation (as

with participation in exercise classes) and college courses which tend not to offer 'outreach' services

- Work with local Age Concern groups that offer some learning opportunities, particularly computer classes
- Explore the potential and identify premises for local learning providers to offer a wider range of courses
- Health and Adult and Community Services to promote the courses provided by Libraries and the Record Office
- Cultural Services to roll out 'Books on Prescription' where a GP or a pharmacist provides patients with a list of self help books available in the local library
- Cultural Services to expand 'silver surfer' sessions provided by the Computer Bus
- Work with key organisations to provide carers with access to a range of learning opportunities to inform their caring role and enable them to maximise their potential through learning and education

xii. Volunteering and Timebanks

Volunteers can work with both the statutory and voluntary sectors and have a crucial contribution to make. Older people can benefit by either becoming volunteers or receiving help from other volunteers.

Strategic Aim

Increase the opportunities for older people to both become volunteers or to receive help from volunteers.

'Opportunity Age' talks about encouraging even more older people to do voluntary work and establishing a new national co-ordinating body (Volunteering in the Third Age) to drive this work forward. It also aims to spread these volunteering opportunities across the community especially to those at risk of social exclusion.

It sets out 'a vision of a society where later life is as active and fulfilling as the earlier years, with older people participating in their families and communities. In the past, older people have often been treated as dependent and a drain on society. The reality is that many contribute a huge amount as grandparents, volunteers and in other ways ... we want to build a society that focuses on what individuals can do, instead of making assumptions about capacity based on age.'

An alternative form of volunteering is outlined in the Green Paper. Time Banks originated in the USA and are based on the concept of people using their time as money. Everybody's time is equally valued. Communities that are 'cash poor, time rich' are able to trade their time that provides an opportunity for those who have been traditionally in receipt of care or services to offer something back to the community.

Action Points:

- Encourage and support older people to remain active in their own communities through volunteering – this can range from practical tasks through to becoming a member of a local Older Peoples Forum
- Ensure a strong and long term strategic relationship with voluntary and community sector partners

- Ensure a shared understanding of the local position regarding volunteering in Worcestershire including supply and demand factors and the age profile of current volunteers
- Work in partnership with the 7 Local Development Agencies that recruit and deploy volunteers across the county as well as voluntary organisations to respond to the challenge of recruiting and retaining volunteers, particularly in terms of encouraging people who are less likely to volunteer
- Encourage greater use of volunteers in public services and sports programmes
- Consider the role of the voluntary and community sector in stroke and falls services
- Agree a local position on the potential benefits of Timebanks
- Worcestershire County Council will develop an approach to volunteering

xiii. Befriending and Volunteer Visiting Schemes

This service is traditionally seen as the role of the voluntary sector through Volunteer Bureaux, Age Concern Groups, Churches and Good Neighbour Schemes. Services may have a paid organiser and volunteers or simply be a group of volunteers.

"You just get so lonely, my family have their own lives, and you're just on your own all the time, and you want someone to come for a cup of tea and a chat that hasn't come for any other reason other than to talk"

Strategic Aim

Support existing and develop new befriending and Volunteer Visiting Schemes in each area.

Older people they visit are often housebound and usually lonely and socially isolated. Some volunteers will also undertake shopping and pension collection. They are also able to detect signs of deterioration and refer on to appropriate services.

Action Points:

- Map the existing provision in detail (including phone tree schemes) to inform future funding decisions
- Support and develop existing schemes
- Work in partnership with these organisations to recruit more volunteers to respond to demand
- Develop new schemes where none currently exist
- Work with district councils, police, neighbourhood watch schemes and voluntary organisations to develop befriending and good neighbour schemes in each area to foster good relations and give carers opportunities to gain access through their own communities and community groups

14. LEVEL OF INCLUSION 2 – PREVENTION / SELF CARE

i. Supporting People with Long Term Conditions

A long-term condition is an illness or condition that cannot at present be cured, for example, diabetes, arthritis and asthma, which can be managed through medication and therapies.

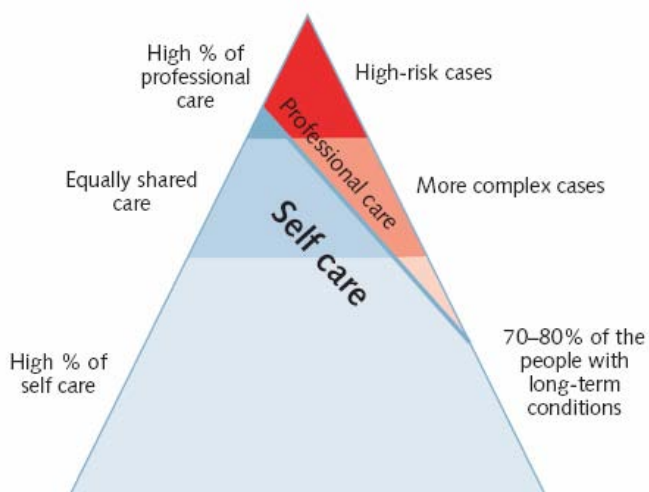
Strategic Aim

To embed into local health and social care communities an effective, systematic approach to the care and management of patients with a long-term condition and to reduce the reliance on secondary care services and increase the provision of care in a primary, community or home environment.

In the UK 17.5 million people report living with a long-term condition that restricts their ability to carry out day-to-day activities. Eight of the top eleven causes of admissions to hospital are caused by long-term conditions. The government has set a Public Service Agreement target to reduce inpatient emergency bed days by 5% by March 2008 and by supporting people that have a long-term condition we can help meet this target.

The NHS and Social Care Long Term Conditions Model is there to improve the health and life quality of those who suffer from a long-term condition by providing ongoing, systematic and personalised support. Older people with a long-term condition will benefit from high quality care that is personalised to meet their needs. This will help people that have a long-term condition to stay healthier and avoid an adverse hospital admission

People that have a long-term condition have better lives when they are supported to take care of their conditions themselves. When people self care they have better health, are able to stay in their own home for longer, have increased confidence and better mental health. Many people with a long-term condition don't want to go to hospital to be repeatedly admitted into hospital. By developing expertise in their own health and receiving the appropriate support they can be empowered to manage their own condition to a greater extent. Self-care is a real choice and people should be supported in this choice.



Empowering and enabling people to take control
Source – Department of Health 2006

Action Points

- Identify local people that have a long term condition and group them according to their needs
 - Level 1: supportive self care - provide support to self care by delivering knowledge, skills and confidence for people to look after themselves and their condition.
 - Level 2: disease specific care management – provide specialist care pathways delivered by multidisciplinary teams to people who have a series of conditions or a single complex condition.
 - Level 3: identify the most vulnerable people, those with complex multiple long-term conditions by using case management techniques and links between health and social care.
- Provide pro-active case management to those people who are high risk
- Map services and gaps of service coverage
- Involve people and their carers in any decision making process
- Make links with the Expert Patient programme
- Plan and commission new integrated services using GP and pharmacy contracts, practice based commissioning and pooled NHS and social care budgets

ii. Expert Patient Programmes

Expert patients are people living with a long term health condition who are able to take more control over their health by understanding and managing their conditions, leading to an improved quality of life. Expert patients are taken through a programme of development led by a person who themselves has a long-term condition.

Strategic Aim

Promote the Expert Patients Programme and the courses it runs to help people living with a long-term health condition to manage their symptoms and lead the life they aspire to.

Patient self-management was first developed in the 1960's and today it is increasingly seen as an integral part of the system of care for people with long-term health conditions. There is emerging evidence for the potential relevance of self-management to carers.

Patient self-management programmes are based on developing their confidence and motivation to use their own skills, access information and professional services. A recent review of the available UK and USA research on self-management shows that the benefits include reduced severity of symptoms, significant decrease in pain, improved life control and activity, resourcefulness, life satisfaction and a lesser reliance on statutory authorities.

The Expert Patients Programme was established by the Department of Health in 2002. Lead trainers facilitate and implement the self-management programme across the Strategic Health Authority area, and as part of that role, recruit and train lay tutors to deliver community courses. Courses are typically run over six consecutive weekly sessions. Two volunteer tutors lead participants through structured course material

including topics such as relaxation, healthy eating, exercise, fatigue, breaking the symptom cycle, managing pain and medication, communication with health and social care professionals and action planning.

Action Points

- Publicise Expert Patient programmes
- Develop the Expert Patient Programme to support carers
- Develop the contribution of voluntary organisations to the Expert Patient Programme
- Expand existing successful schemes into the target areas through Worcestershire Neighbourhood Network
- The White Paper (Our Health, Our Care, Our Say) commits that “by 2008, we would expect everyone with a long term condition and / or a long term need for support – and their carers – to routinely receive information about their condition and, where they can, to receive peer and other self care support through networks. The White Paper also commits PCTs to commission Expert Patient Programmes through Community Interest Companies

iii. Community Equipment Service

Community Equipment Services provide equipment that plays a vital role in enabling people with disabilities to maintain their health and independence (e.g. pressure-relief mattresses, commodes, shower chairs, raised toilet seats, grab rails, liquid level indicators); equipment for people with speech problems, poor eyesight or hearing difficulties; and equipment for people with mental frailty (including hypothermia sensors, gas escape alarms and ‘location detectors’.

Assistive technology is a product or system that enables independence of people with cognitive, physical or communication difficulties. For the purposes of this strategy, assistive technology will be used as an umbrella term to cover community equipment, community alarms and telecare. A project worker is to be engaged to examine the role of assistive technology in Worcestershire.

Strategic Aim

Provide an efficient, responsive, fully integrated community equipment service to help more older people to live at home independently for longer and to leave hospital more quickly.

The Government is committed to the development of integrated community equipment services as part of its strategy to care for more people at home and less people in hospital. This includes targets on increasing numbers of people receiving a service and improving the speed with which the service is provided.

The Audit Commission reports (Fully Equipped 2000 and 2002) identified the need for better co-ordination across health and social care at national level. A follow up survey in 2004 found much progress has been made in improving services to users.

Worcestershire has an Integrated Community Equipment Service. In April 2004, a formal Partnership Agreement was established with a single manager, pooled budget and a Joint Commissioning Board set up to oversee the service.

The service supplies a wide range of standard items as well as specially ordered equipment such as pressure relieving mattresses. Most equipment is loaned to service users, collected and reissued wherever possible. It is a high volume service and increasing. There has been a 12% increase in the number of people helped and a 25% increase in the number of items of equipment delivered over the last two years, from over 30,000 items in the financial year 2002/3 to over 45,000 in 2004/5. The majority (72%) of people currently using the service are over 65.

Action Points:

- Develop a joint commissioning strategy for community equipment services 2006 – 2009 covering the provision of items of equipment by health and Adult and Community Services to support adults living in the community
- Ensure that links are made to complement adaptations services e.g. Disabled Facilities Grants and advice through Home Improvement Agencies, voluntary organisations etc
- Develop specialist services for older adults with mental health problems
- Improve equipment services for people with a sensory impairment
- Work with the Occupational Therapy service and the Integrated Community Equipment Service to improve access to aids and equipment for carers
- Consider the development of a range of options for 'Designed for Living Centres'

iv. Community Alarms

A Community Alarm is a mechanism that gives older people access to a hard wired or dispersed alarm device which allows them to alert a call centre in the event of emergencies. The call centre would then initiate a sequence of responses.

Strategic Aim

Provide an efficient, proactive and preventative Community Alarm Service that offers 'the human touch' based on an individual's circumstances and needs that is widely available to older people wherever they live in the county.

Social alarm systems were introduced shortly after the Second World War and some 1.4 million people in the UK are currently connected from their homes via the telecommunications network to people at call-centres.

According to the Audit Commission, such technology is reactive and responsive rather than proactive and preventative, but never the less it can deliver impressive results. One study of over 100 users found that following the introduction of a scheme, there was a 25% reduction in the number of hospital admissions and average hospital in-patient days fell from 9.2 to 5.7 days. Again according to the Audit Commission, the current network of call centres provides a platform on which to build much more advanced telecare services, but also notes that the existing networks are often criticised for being inefficient offering considerable scope for rationalisation, particularly of much of the

supporting 'back office' computer technology. It also identifies the potential to out-source call-centres to private sector partners or to establish links with projects such as NHS Direct.

In Worcestershire, Supporting People is the largest funding source for community alarms. 13 providers are funded through block subsidy contracts excluding alarms provided through Sheltered or Very Sheltered Schemes. In 2005/6 there are 4475 older users with a potential upper limit of 6125 users who could be funded through Supporting People. However this is not the whole picture as two thirds of the users are self-funded. The two sections of the market are mutually interdependent.

Action Points:

- Worcestershire's Supporting People Strategy highlights investment in community alarms as an area identified for change. A 'Value for Money' framework will be developed this year in consultation with providers and users, based on regional comparators and benchmarks, the proportion of on-costs and quality issues. It will also involve comparing the advantages and disadvantages of locally based and national services. It will consider some possible options for the future provision of Community Alarm services across Worcestershire including:
 - a) Maintaining the current arrangements alongside some smaller providers using national alarm services
 - b) Commissioning a single alarm provider for the whole county and redirecting some funding into local services to respond to alarm calls
 - c) A highly integrated centrally commissioned spectrum of support options ranging from assistive technology to extra care housing
- Work with district councils, police, neighbourhood watch schemes and voluntary organisations to increase the uptake by people who have community alarms to support carers
- Work jointly with providers to ensure staff are suitably recruited and trained to deliver the changing requirements of the service

v. Telecare

Telecare is as much about the philosophy of dignity and independence as it is about equipment and services. Equipment is provided to support the individual in their home and tailored to meet their needs. It can be as simple as the basic community alarm service, able to respond in an emergency and provide regular contact by telephone. It can include detectors and monitors such as motion or falls and fire and gas that trigger a warning to a response centre. It can also work in a preventative mode with services programmed to monitor an individual's health or well being. This can provide early warning of deterioration, prompting a response from family or professionals. The same technology can be used to provide safety and security through bogus caller and burglar alarms. Another form of telecare known as telemedicine works by monitoring vital signs, such as blood pressure and transmitting the data to a response centre or clinician's computer, where it is monitored and can trigger a response.

Strategic Aim

Promote and develop the use of telecare as one of a flexible range of options to help older people to remain in their own homes for longer and to support their carers.

Some people talk about different generations of technology – this includes:

- First generation – handsets and pendants or ‘community alarms’
- Second generation – home monitors
- Third generation – mobile and wireless technology

The main benefits are seen to be:

- Increasing support, reassurance and personal freedom for carers
- A service to complement and make best use of the care workforce
- Supporting the transfer of services from secondary to primary care – fewer hospital admissions and shorter hospital in-patient stays
- Better targeted care for those with chronic health conditions
- Supporting community safety and reducing fear of crime
- Assisting housing providers to achieve outcomes that improve the health and well-being of people using services
- Research funded by the Department of Health suggests that as many as 35% of people living in care homes could be supported to live at home or in Extra Care housing schemes through the use of telecare

The Government agenda in relation to telecare is clear and its significance is increasing. The Preventative Technologies Grant will be allocated between 2006 and 2008. Local grant determinations were allocated in early in 2006. Worcestershire’s allocation is £800,000. This will be used to pump prime the introduction of telecare into packages of home based care where they do not exist at present, and to push forward developments where they do. It is not expected to be used to upgrade existing community alarm systems.

Telecare is a rapidly changing market; one that is being revolutionised as individuals become more familiar with how it can support someone’s independence at home, whatever their accommodation. Industry is also investing heavily in extending the capability of telecare products that can further enhance personal control, support staff and deliver responsive services to meet a specific personal need for example, supporting someone with dementia in their own home thereby preventing ‘a move up the care ladder’. In addition, telecare is increasingly becoming a wider consumer and lifestyle choice with compatible cable, digital TV and/or Internet access. These advances will further transform the speed of access to information, communication and services in the 21st century.

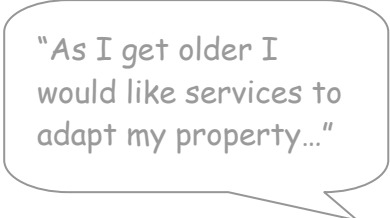
Action Points:

- Develop and agree a clear joint vision for telecare and telemedicine as mainstream services with commitment from leaders and managers within partner organisations (including the use of Worcestershire’s allocation from the Preventative Technologies Grant)

- Consider all potential funding sources and develop a joint overarching telecare commissioning strategy with local priorities
- Involve users, carers, staff etc early in the process
- Develop a range of options for older people with mental health needs
- Consider ethical issues and consent (in particular for people with dementia)
- Identify telecare 'champions' and development time
- Provide awareness and training for practitioners
- Adjust existing protocols, care pathways etc
- Monitor progress and review benefits
- Work with Home Improvement Agencies which have a key role to play in promoting telecare
- Engage with planning colleagues to include telecare in future housing design
- Build on existing work with the community alarm providers as a platform for advancing telecare and integrating with new and existing home care and housing related support services

vi. Adaptations

The purpose of an adaptation is to modify disabling environments in order to restore or enable independent living, privacy, confidence and dignity for individuals and their families. It is therefore not primarily a matter of building work, the provision of equipment or otherwise modifying a dwelling but providing an individualised solution to the problems of a person experiencing a disabling environment'. (DH, 2003).



"As I get older I would like services to adapt my property..."

Strategic Aim

Ensure that all people and agencies are working together to ensure that adaptations relating to mandatory disabled facility grants are completed quickly and to a high quality within available resources.

Statutory Disabled Facility Adaptations are one of the most complex areas of housing and support. There are many people and agencies involved in the process, including the person or family needing a service: Registered Social Landlords, Adult and Community Services, NHS, Environmental Health, Home Improvement Agencies and other consultants.

North Worcestershire has developed a Code of Practice for Home Adaptations for People with Disabilities based on guidance from the Department of Health and the Office of the Deputy Prime Minister, defining roles and responsibilities and clear targets. It aims to ensure an accessible, equitable, efficient service which delivers adaptations without delay, irrespective of who provides it, reduces admission to higher levels of care and facilitates a return to living at home. The protocols cover areas such as enquiries, assessments, prioritising, means testing, appeals etc.

Action Points:

- Link adaptations to Local Area Agreements by streamlining the process to make it as timely as possible with agreed outcomes via funding through the Local Area Agreement 'pot'
- Adopt protocols on adaptations countywide

vii. Home Improvement Agencies / Care and Repair Schemes

Home Improvement Agencies (HIA's) are small, locally based not-for-profit organisations. They help homeowners and private sector tenants who are older, disabled or on low income to repair, maintain or adapt their homes. They provide advice and advocacy (for example on energy efficiency), financial advice on entitlements, technical oversight of any work and links to other relevant services such as health and social care.

Strategic Aim

Further invest in Home Improvement Agency services to ensure countywide coverage and to expand the range of services these schemes have to offer.

The Government contribute towards agency core costs through Supporting People but the majority of funding is through local contracts with Housing Authorities, Adult and Community Services, Health Services and other local and charitable bodies.

In Worcestershire Supporting People match fund HIAs with the district councils. HIAs also rely on private fee income. Worcestershire is unusual in that no health money is invested.

The majority of older people are owner-occupiers – 74% locally and increasing. In Worcestershire currently there are 520 people using Home Improvement Agency services but it is intended that this service should be expanded in terms of both numbers served and geographical spread.

Though the Government's vision through the Office of The Deputy Prime Minister and 'Foundations' was for a single countywide HIA, Worcestershire's recent successful bid to the Office of the Deputy Prime Minister resulted in the largest national allocation of £96,000 per annum for one scheme in the north and another in the south of the county based on expanding the existing Home Improvement Agencies in Redditch and Wychavon to provide countywide coverage in 2006. They will have a specific remit to advise older owner-occupiers on the use of loans and other funding mechanisms to ensure that their accommodation is fit for purpose.

Action Points:

- Establish a countywide steering group involving all stakeholders including health partners to shape the future of HIAs
- Ensure that older owner occupiers and the those in the rented sector live in suitable accommodation, especially as they develop physical and sensory impairments

- Recognise the continuing importance of the role of district councils in terms of disabled facilities grants and to ensure that there is sufficient resource to meet identified need
- Invest in HIA provision as one of the identified areas for change in the Supporting People Strategy, to enable the early release of some individuals from hospital
- Develop HIAs at a county level to further provide hospital discharge schemes and to provide impartial advice on equity release schemes
- Explore the potential for HIAs to be a vehicle for gardening and handyperson schemes and to link with 'Wellcheck' Schemes
- Minimise duplication with other schemes providing similar services
- Explore the scope for HIA's to play a greater role in specifying and installing telecare when undertaking property repairs, aids and adaptations to existing homes
- The county council, district councils and voluntary organisations to provide carers with increased access to HIA schemes through courses and consideration of a 'skills bartering system' for carers
- Jointly evaluate the effectiveness of the two HIA schemes in Worcestershire

viii. Handyperson / Gardening Schemes

Older people, even those with reasonable incomes, worry about keeping their home and garden maintained. A Handyperson Service will undertake tasks that it would be reasonable to expect family or neighbours to undertake. They will not undertake tasks that are the domain of a professional. Some only charge for materials, others also make a small charge for labour.

Strategic Aim

Invest further in handyperson schemes to ensure countywide coverage and increase capacity.

These services usually have a paid organiser who undertakes the risk assessment and some of the more complex tasks and often a team of volunteers. It is a service that tends to attract retired male volunteers, a group not well represented in the voluntary sphere. Handyperson schemes have a crucial role to play in ensuring safety in the home e.g. repairing loose banisters and fraying carpets and consequently helping to prevent falls. Many schemes develop a tradesperson's directory.

Action Points:

- Identify additional resources to develop further schemes and to continue to support existing schemes and build up capacity
- Work with voluntary organisations to provide carers with increased access to gardening and handyperson schemes through courses and consideration of a 'skills bartering system' for carers

ix. Floating Support

Floating support is a flexible range of services that will go to a person regardless of where they live rather than being exclusively for tenants of sheltered housing schemes.

Strategic Aim

Make the change from an accommodation-based model of housing-related support to a community-based floating support service with an integrated workforce that will go to a person regardless of where they live.

Most of the formal housing related support in Worcestershire is funded through the local Supporting People programme or it is jointly commissioned when it involves domiciliary care. The vast majority of support is tied to accommodation-based schemes in the social-rented sector (Housing Associations, Almshouses etc) but work is going on currently with some providers to move towards the floating approach. This will be extended to all contracted sheltered housing providers between now and 2010.

Action Points:

- Work towards providing floating support using an integrated workforce to maximise the flexibility and efficiency of the service
- Ensure that services are recommissioned as floating schemes; able to offer services to vulnerable older people, whether or not they are tenants or owner-occupiers

x. Community Wardens

Community wardens are a form of floating support service. Traditionally sheltered housing schemes had wardens living on the site or close by. When not on duty residents could get help through the emergency alarm system. Most sheltered housing providers have now moved away from the 'living in' model and employ more flexible community wardens who will visit residents in the scheme but are not based there. They may cover a number of schemes and/or provide a service to local older tenants in general housing or owner-occupiers in the local community.

Strategic Aim

Make the change from the traditional 'warden' role in Sheltered Housing schemes, towards employing flexible community wardens.

Community Wardens will allow for support to be provided to a wider range of people living in the community who wish to remain, as private tenants or owner occupiers, in their own homes. Before now, people who made this choice did not have access to such a support service. Many sheltered housing providers have already made this change successfully and have as a result been able to support to a wider range of people. Wardens will continue to deal with day to day issues at sheltered housing schemes, and residents at schemes will have access to a 24-hour on call warden service, to ensure their wellbeing and safety. In response to concerns raised during the consultation on this strategy, the Council will ensure that partners continue their discussions with scheme residents in order that their views can be taken into account during the development and implementation of the new Community Warden schemes.

Action Points:

- Involve key stakeholders to ensure that we make housing schemes an integral part of the local community providing outreach services
- Ensure that service providers are assisted by flexible contract based on 'hours provided' rather than linked to specific designated properties

xi. Domestic Support

Traditionally domestic support/housework was provided by the Home Care service but increasingly Social Services Departments have excluded older people who require help with solely domestic tasks.

Strategic Aim

Develop and support a range of domestic support/housework services for older people across the county.

Research has shown that, particularly for older women, housework is closely linked to self-esteem and well being. 'Help with cleaning' is identified by older people as a high value preventative service in helping them remain in their own homes. Older people want to be able to access a service that is reasonably priced and safe.

Action Points:

- Continue to establish housework 'brokerage' pilots (already established in Malvern and Bromsgrove)
- Continue to support, monitor and review a scheme which provides an umbrella organisation to recruit and make criminal records checks on self-employed houseworkers who are then be matched with older people with an assessed need
- Roll out this scheme countywide

xii. Shopping

Food and clothes are a basic requirement for independent living. Being able to choose these yourself should be seen as a basic right. An older person could either be helped to go out to do their own shopping, or if they prefer this could be undertaken for them by a paid or unpaid carer.

Strategic Aim

Ensure that older people are enabled to do their own shopping or have their shopping done for them if they prefer.

Interestingly shopping is not identified in any of the recent key government policy documents which is at odds with what older people are telling us locally, as shopping is continually identified as necessary in Worcestershire.

Worcestershire Adult and Community Services Department Eligibility Criteria define 'shopping' as a Category 4 (low) priority. This means that 'your quality of life could be

improved but your current situation is stable and there is no risk to you or your carer.....you may be struggling to undertake all your shopping etc ...” The response would be a referral, where appropriate, to services provided by voluntary sector who might undertake shopping and pension collection.

Shopmobility is a scheme where people can loan a wheelchair or scooter to access local facilities for a small charge. There are schemes in Evesham, Redditch, Worcester and Bromsgrove.

Action Points:

- Shopping has been identified as an area for development – a whole range of options will be explored including taking people in a minibus or cars to the local supermarket, using community meals buses during ‘downtime’ to deliver bulky items, running fruit and vegetable stalls at lunch clubs and internet shopping (laptop computer and home visits)
- Worcestershire Adult and Community Services to continue to fund two supported shopping schemes
- Marketing group (established as part of the contract for Community Meals and Food Related Services) to address shopping needs, starting with a pilot in the Wyre Forest area

xiii. Community Meals

Deliveries of pre-cooked meals to the homes of people who are housebound and/or are unable to prepare meals and/or cook for themselves to ensure an appropriate, nutritionally balanced diet.

Strategic Aim

Deliver increased numbers of community meals to older people equitably across the county via a single contract.

Historically, the availability of hot delivered/prepared meals service has been variable across the county. A new community meals contract became fully operational in October 2004. Meals are now available countywide with a choice of main courses (including vegetarian) and desserts. ‘Snackpacks’ can also be provided for teatime. Deliverers and drivers are now required to provide feedback information about any deterioration/ improvement in service user’s ability to ensure care needs are appropriately met. The meals service is also available to self-funders.

Work is currently underway together with black and minority ethnic community groups to increase uptake of meals. Though produced to meet specific dietary requirements, there is further work required together with the meals providers, to improve confidence in how they are prepared, cooked and packaged. Through this consultation work, some volunteers have already come forward to deliver meals to their own ethnic community groups.

Action Points:

- Provide meals in the way that creates the least dependency and promotes independence at home
- Ensure that older people with dementia are supervised to ensure that they eat their meal
- Increase the uptake of frozen meals as they offer more flexibility and choice plus they can be provided to a wider range of older people who have a lower level of need
- Ensure that all service users in receipt of community meals receive an annual review
- Increase uptake of community meals by older people from black and minority ethnic communities

xiv. Lunch Clubs

Lunch Clubs are a method of making nutritious meals available to people aged over 50 with the added value of providing social contact. Lunch clubs take place for a shorter length of time than day services. Sometimes transport can be included.

Strategic Aim

Continue to support and develop lunch clubs as part of a range of low level, preventative services to support older people to live at home.

There is a wide range of lunch clubs in Worcestershire meeting in community halls, within sheltered housing schemes etc. The number of older people being referred to these services is increasing. Those who are eligible following a Community Care Assessment or a Wellcheck Assessment receive subsidised meals provided through contracts with Adult and Community Services. All other older people have direct access to non-subsidised meals. The distinction between a lunch club and a day service is not always a clear one as lunch clubs have the potential for building on additional services such as social activities.

Action Points:

- Undertake a mapping exercise to establish the level and distribution of lunch club provision
- Develop specialist lunch clubs for people with dementia and their carers
- Extend lunch club provision to include older people from black and minority ethnic communities
- Take action to address the lack of transport to and from lunch clubs where this is a barrier to people as they get older and are unable to drive
- Explore the opportunities to support lunch clubs to develop a wider range of activities and support to promote general well-being
- Develop lunch club services to provide 'snackpacks' for service users to take home for tea
- Consider the extent to which the addition of a small element of personal care for some individuals might prolong independence at home

xv. Social Clubs

Social Clubs fall between lunch clubs and day services, usually taking place for two hours but with no meal included. In some areas lunch clubs and social clubs are combined to extend the activity.

Strategic Aim

Social clubs will be supported and developed as part of a range of low level, preventative services to support older people to live at home.

There are no eligibility criteria other than age. There is a wide network of such clubs across the county run by volunteers and they form the bedrock of service particularly in the rural areas.

Action Points:

- Undertake a mapping exercise to establish the level and distribution of lunch club provision
- Address the issue of the increasing age profile of the volunteers if the clubs are to continue



xvi. Falls Prevention

Falls and fear of falling have a significant impact on older people's capacity to maintain an independent and fulfilling lifestyle.

Strategic Aim

Reduce the number of falls that result in serious injury and ensure effective treatment and rehabilitation for those who have fallen.

The National Service Framework for Older People states that falls are 'a major cause of disability and the leading cause of mortality due to injury in people aged over 75'. Fractures, including hip fractures from falls are one of the commonest reasons for emergency admissions to acute hospitals in people over 65 years old. Most falls do not result in serious injury, but the consequences can include loss of confidence and mobility, increase in dependence and disability, hypothermia, pressure related injury or infection. Falls can precipitate the need for higher levels of care. Preventing falls will save lives and decrease disability through promoting healthy lifestyles, making the environment and property safer, identifying those most at risk of falling and co-ordinating preventative action. A range of support needs to be in place to assist those who have fallen to ensure effective treatment, rehabilitation and long term support.

A successful integrated falls service should be one that;

- Seeks to reduce the incidence of falls by taking a preventive approach through screening/risk assessment through the Single Assessment Process and education/training of staff/service users and carers
- Develops care pathways for older people accessing services through a variety of routes including Accident and Emergency, Intermediate Care, Primary care and Ambulance service
- Using faller hot spots to identify falls prevalence and prioritise the development of the integrated falls service

Action Points:

- Health, in partnership with Adult and Community Services, the Ambulance Trust, Accident and Emergency Departments and independent and voluntary organisations to develop Integrated Falls Services according to the milestones of the National Service Framework for Older People. This should include a falls assessment service
- Develop Falls Prevention Schemes on the pilot sites as part of the WiNN project
- Develop initiatives across local authorities, PCTs and voluntary sector to improve balance, exercise, management of medicines, footwear and older people's environment
- Improve rehabilitation services for older people that have lost confidence and / or functional ability after a fall

xvii. Short breaks (in the community and in care homes)

Short breaks make an important contribution to maintaining people at home and in supporting carers. For service users they can provide a chance to have a break from their carer or from their environment – a holiday or a new learning experience. For carers they may offer relief from difficult or tiring tasks – the chance to attend a show or to go shopping or an opportunity to maintain important friendships and relationships. By helping to reduce the stress on carers they enable them to continue to support the user in the community and prevent an unnecessary move into more costly and inappropriate settings.

Strategic Aim

Increase the provision and ability to book regular and planned breaks for carers by 10% each year.

In Worcestershire short term breaks are provided by nursing homes on a spot purchased basis. A pilot block purchase of one nursing home place for older people has just commenced in south Worcestershire for six months, and if successful Adult and Community Services would look to tender for a similar service in north Worcestershire. There are block purchased residential short-term places in the 3 Local Authority retained homes as well as in the Heart of England homes across the county. The geographical distribution of residential short-term places by locality is as follows: Bromsgrove and Redditch - 4 places, South Worcestershire – 34 places, Wyre Forest – 15 places. An increasing number of the places at Blackmore House in Bromsgrove are currently being used for short breaks for services users with dementia care needs (currently 15 beds).

Action Points:

- Develop a Short Breaks Strategy jointly with key stakeholders and carers
- Ensure there is sufficient, suitable provision for all older people including older people with mental health needs, older people from black and minority ethnic communities and older carers
- Increase the provision and ability to book regular and planned breaks for carers by 10% each year (Commissioning Strategy for Carers)
- Evaluate pilot block purchased nursing home place with a view to extending the scheme countywide

15. LEVEL OF INCLUSION 3 – SHORT TERM COMMUNITY BASED SUPPORT

i. Domiciliary Care/Night Care

Domiciliary Care is the provision of personal care for people in their own homes who for reason of illness, infirmity or disability are unable to provide it for themselves without assistance. This service may be required for a time limited period to enable people to ‘get back on their feet’, following an illness or a hospital admission.

Strategic Aim

Continue to develop the Local Authority In-house Business Unit (IBU) to provide short-term assessment and other specialist services.

The local authority retains an in-house independent business unit, which delivers domiciliary care services to all service user groups, although older people account for the majority of the work carried out. The role of the in-house service has been reviewed in recent years to be developed into a short-term, intensive assessment service aimed at promoting independence and providing the right support at the right time. A care package may begin as intensive with a high number of hours support in the first week or two and then, as the person regains confidence and skills, the care package is reduced to enable the person to be as independent as possible. It may be that no further support is required at this time. Short-term intensive services are generally expected to be provided for six to eight weeks, but depending on individual circumstances, may be longer. During this period an assessment is made to establish if there are any longer term needs for domiciliary or other services. If it is established that the person requires on-going support, the majority of this will be provided by external providers.

The in house service is also developing a specialist service for people with dementia (the Side by Side service), aimed at enabling them to remain living in community rather than residential settings. In time, specialist services will be the only long term services provided by the in house Home Care service.

The IBU currently delivers approximately 7,500 hours per week under the Service Level agreement.

The service may work in conjunction with the Community Reablement team; the integrated health and social care night support teams (which are currently available in some parts of the county, though work is in progress to commission this service across the whole county) as well as community occupational therapists.

Action Points:

- Continue to develop the Side by Side service across the whole county (as block contracts become fully operational)
- Work with health partners to develop integrated, generic workers to provide a 'seamless' service for service users
- Continue to develop flexible, person centred care and support to promote independent living
- Through the appointment of an occupational therapist for the IBU continue to develop strategies and training to enable staff to further promote independence for service users

ii. Community Health Services

Community health services are clinically based services, usually provided by the local NHS Primary Care Trust, delivered to people outside of hospital. They play a key role in helping older people to live full, healthy active and independent lives. They include primary care services (e.g. GPs and nurses working in GP surgeries), community nurses, health visitors, community psychiatric nurses, chiropodists, podiatrists, continence advisers, nutrition and dietetics advisers, speech therapists, occupational therapists and physiotherapists. Local PCTs also provide or contract with dentists, pharmacists, opticians and chiropodists.

Strategic Aim

Work in partnership to develop accessible community health services based on healthy living, active ageing and a preventative approach. The aim is to increase provision in areas not well served – typically most needy areas – to increase the equity of provision and to ensure everyone has real choice.

'Your Health, Your Care, Your Say' was a major public engagement exercise by the Department of Health launched in September 2005 to look ahead to the next 15 to 20 years and listen to what people said was important to them. This is what they said they wanted:

- Better health, independence and well-being within local communities.
- Extending the availability of Direct Payments and introducing individual budgets to give people more choice and control.
- More help to support people to maintain their independence and feel part of society, with more emphasis on tackling loneliness and isolation.
- Help in making healthy choices
- The NHS to focus on prevention rather than one that focuses predominantly on curing illness.

- A wider range of professionals – particularly practice and community nurses and pharmacists – involved in health improvement, disease prevention and the promotion
- More sustained and joint action across government and between local agencies, including education, housing, environment, transport and leisure services.
- More information about their health and the services available to them locally, particularly about the availability of social care services.
- Health checks to enable earlier intervention and prevention of ill health.
- More responsive services with fast and convenient access to fit the way they live their lives including a wider range of times when services are available. This includes GP services to be open at more convenient times, rapid access to care, being able to book appointments in advance and more flexibility around evening and early morning opening times during the week and Saturday morning openings.
- Rapid access for carers to help prevent their needs reaching crisis point.
- Better support for people with the greatest need to continue to live more independently.
- Services that are joined up more effectively across organisations, with a single case manager and an integrated assessment of their needs.
- The wider use of self-assessment and more streamlined assessment processes
- More services such as home care available closer to home and in the community
- More emphasis on exploring the potential of assistive technologies to support people and their carers in their own homes.
- New and innovative ways of providing hospital services, such as diagnostic tests and routine surgery, in community settings – provided these are safe and of high clinical quality, and do not result in changes to local hospitals that make it harder for people to get convenient access to emergency or more complex care.
- Moving hospital services to community settings.

It is now widely recognised that the health of individuals and communities is determined by a range of economic, social and environmental influences as well as by heredity and health care. Health inequalities exist in all areas, even the most affluent ones. The Government's White Paper 'Choosing Health' sets out a programme of action that prioritises communities with the worst health and deprivation.

Standard eight of the National Service Framework for older people concerns the promotion of health and active life in older age. The aim is to extend the healthy life expectancy of older people by promoting their health and well-being through a co-ordinated programme of action led by the NHS with support from councils.

Chronic degenerative disease, disability and ill health are not an inevitable consequence of ageing. There is growing evidence to suggest that the modification of risk factors for disease, even late in life, can have health benefits for the individual; longer life, increased or maintained levels of independence, disease prevention and an improved sense of well-being.

Primary Care Trusts (PCTs) are in the front line of delivering community health. There are 3 PCTs covering Worcestershire, though this is likely to be reduced to one.

Action Points:

- Ensure access for older people to mainstream health promotion and disease prevention programmes on the basis of need, not age
- Develop health promotion activities of specific benefit to older people, tailored where necessary to reflect cultural diversity including programmes for increasing physical activity, improved diet and nutrition, immunisation and management programmes for influenza, smoking cessation and blood pressure management
- All agencies to work together to promote health, independence, well-being and reduce health inequalities in old age
- Local plans to include a programme to promote healthy ageing and good mental health and to prevent disease in older people including cancer and heart disease
- Undertake a 'gap analysis' through the Worcestershire Neighbourhood Network pilot
- Using lessons learned from the gap analysis in Worcestershire Neighbourhood Network areas, target services to minimise health inequalities

iii. Intermediate care

A short period of intensive rehabilitation and treatment to enable people to maximise their independence thereby helping to avoid unnecessary admission to hospital or long-term care home. These services are provided through a combination of health, social care, independent and housing organisations.

Strategic Aim

Continue to develop intermediate care as a mainstream service providing a range of options delivered where possible in a variety of settings including where possible in a person's own home

Intermediate care is now recognised as a mainstream service from its early origins in the National Beds Inquiry Consultation, the NHS Plan and the National Service Framework for Older People. There is increasing awareness and recognition of the importance of housing to the health and social care agenda and the considerable potential of housing provision and housing related services within a whole system approach to promote independence.

In Worcestershire Intermediate Care is provided in a person's own home, care home, community hospital, GP ward and other community settings.

The Woodlands Intermediate Care facility in Wyre Forest is within an Extra Care setting, opened in September 2005 and provides 6 flats with an ordinary domestic environment which is a separate, short term facility based within the scheme.

There are Community Reablement Teams across Worcestershire. These schemes support people within their own homes to maximise their ability to live independently.

Action Points:

- Further develop intermediate care services for people within their own homes and within supported housing settings

- Continue to develop capacity within intermediate care services to ensure that every older person whose independence is reduced or threatened through injury or illness is given the opportunity to rehabilitate through a specially tailored package
- Ensure older people with mental health needs can access mainstream intermediate care services when appropriate
- Develop specialist intermediate care services for older people with mental health needs
- Explore the potential for Home Improvement Agencies to play a greater role in offering a range of hospital discharge and admission prevention services
- Continue to develop a Service Level Agreement for rehabilitation services at the retained local authority homes and in the independent sector
- Evaluate The Woodlands Intermediate Care scheme facility in Wyre Forest and based on the outcome expand it to Bromsgrove

16. LEVEL OF INCLUSION 4 -LONG TERM COMMUNITY-BASED SUPPORT

i. Sheltered and Very Sheltered Housing

This is specially designed accommodation, available for rent or purchase, mainly for older people. Their use for an individual is based on an assessment of their needs. The service combines housing with housing related support and/or very low-level care and support services. Very Sheltered Housing is as above with higher levels of care and support and tends to be catered, often providing an informal alternative to residential care provision.

"For many people, I think sheltered accommodation is an excellent idea. They can maintain as much independence as they are able to for as long as possible"

Strategic Aim

Ensure there is an appropriate level of supply of Sheltered Housing of suitable quality with flexible care and support options in the right locations at District level.

Sheltered housing has been around for 100 years and has been the main moving options for older people to receive support and remain living independently. It is provided by both the public and private sectors to rent, to purchase outright and as shared ownership schemes.

20/20 – A Vision for Housing and Care was produced in 2005 by a range of organisations involved in sheltered housing nationally, partly in response to the superficial coverage of housing in 'Independence, Well-being and Choice'. It sets out a vision for older people's housing and care services by the year 2020 – 'A society where people will be able to access and benefit from the housing support, telecare and health services they aspire to, with a full knowledge of the options available'.

It recommends that sheltered housing providers consider:

- Changing the use of social sheltered housing schemes where demand is low and or the design/location is unsuitable for older people
- Assessing viability of existing schemes as hubs for local older people services
- Re-evaluating the scheme manager role as provider of floating support to other sheltered housing in the area and older people in their own homes
- Partnering with private developers and working with older people to develop new purchase options for older home buyers, possibly age friendly properties with built in telecare portals; live work apartments; flexible tenure models
- Working with social services and PCTs to realise the value of 'balanced communities' in sheltered housing

There are currently 4,246 older people living in sheltered housing in Worcestershire funded through Supporting People with a potential upper limit of 5,954 people. There are 261 older people living in very sheltered housing funded by Supporting People with a potential upper limit of 387.

Parts of Worcestershire are over-supplied and parts are under-supplied with sheltered housing. (See Supporting People strategy for details). Some of this housing is inappropriate to meet the preferences and changing expectations of older people. Many providers report that sheltered properties are hard to let where there are other, preferred options, such as 2 bedroom bungalows with gardens. In addition, there are areas where lettings for sheltered housing remain high because of a lack of alternative provision. Older people have also expressed a preference for dispersed alarms, which they can use as and when required to call alarm centres. The policy of separating the governance of landlord and support functions will further impact on schemes for those people who like the option of clustered, secure housing within a peer group, but who do not want the support.

Peter Fletcher Associates found in 2004 that although older people are generally well provided for there is evidence that in some districts some needs are not being fully met. For instance in Worcester City, Bromsgrove and Malvern Hills there is a severe shortage of very sheltered accommodation and Extra Care provision.

There is some correlation in localities between those with high numbers of sheltered housing units having lower numbers of residential home places. Although this is not always a direct correlation it is noticeable enough to suggest that there is some substitution of service across types of provision. Many sheltered housing providers report that older people with complex needs such as mental health needs are remaining in housing with low-level support, even though there is no formal service to meet their higher level of need.

Action Points:

- County and district councils to work together to address the overall level of provision of sheltered housing, working with providers to de-designate where appropriate and eliminating or finding alternative uses for unpopular 'bedsit' accommodation
- Ensure that remaining provision is of suitable quality and meets rising expectations such as a preference for 2 bedrooms
- Build on existing work taking place in districts to develop sheltered housing strategies

- Develop district based strategies to offer older people a choice of housing options with the aim of freeing up larger properties for family use
- Ensure that older people and their carers are aware of sheltered housing as an option
- In consultation with tenants, consider issues arising from the wider use of communal facilities in sheltered housing in relation to existing tenant contracts
- Work together with planning colleagues to develop an agreed approach to the development and siting of 'care villages' within the county, taking account of the Regional Housing Strategy's intention to prevent outward migration to the shire counties and the Government's policy of creating sustainable communities

ii. Extra Care Housing

This is specially designed accommodation, available for rent or purchase, for older people. The service combines housing with access to 24hr on-site care and support.

Strategic Aim

Extra Care Sheltered Housing provision is a high level commissioning priority for the county but it is not intended as a wholesale replacement for residential or nursing home care. The long-term intention is to work towards making Extra Care Housing Schemes available within each of the six Districts.

Extra Care Housing offers an alternative to very frail or disabled people whose care needs might traditionally have been met by residential care. As part of a spectrum of care options, it offers a model that allows people to live in their own homes with a range of facilities and support designed to meet their needs. Extra Care Housing can also form the basis of a range of intermediate care and outreach services, preventing older people from going into hospital or facilitating the discharge of those who have been in hospital.

The government is committed to a policy of extending the availability of extra care housing through funding via the Extra Care Housing Fund and the Housing Corporation.

Extra Care is a housing based model of care, which in Worcestershire is defined as delivering 24-hour support to those requiring it. In order to be most effective a 'balanced community' is required. In Worcestershire this is based on a three way split: low, medium and high dependency. The Council funds the care element of service for those people with medium or high dependency needs.

There are currently three Extra Care Housing Care schemes in Worcestershire in Redditch, Evesham and Wyre Forest. There is also an agreement with Redditch Borough Council for the provision of an Integrated Very Sheltered Housing and Home Care service. There are plans to develop a further Extra Care scheme in Redditch.

Action Points:

- Evaluate existing schemes to inform future developments
- Ensure that Extra Care Housing is available in each of the six districts
- Ensure a mix of tenure options including shared ownership and rental
- Work with planning colleagues to develop an agreed approach to the development and siting of 'Extra Care villages' within the county, taking account of the Regional Housing

Strategy's intention to prevent outward migration to the shire counties and the Government's policy of creating sustainable communities

- Design future schemes based on an agreed shared vision and best practice models with appropriate accommodation and support that promotes independence and continues until such time as hospital care is needed
- Develop the range of short breaks provision which can be delivered by Extra Care housing
- Explore the development of intermediate care, and support to people as they develop dementia in Extra Care facilities

iii. Adult Placements

Adult Placement Schemes help approved adult placement carers (ordinary people from the local community) to share their home or time with someone in need. Similar to fostering, but for adults, it is a highly flexible model and services can be tailored to meet the needs of a particular area or community group. Adult Placements include short or long-term accommodation and/or care or support provided to a maximum, at any one time, of three adults, placed through and supported by an Adult Placement Scheme, by an Adult Placement Carer approved by the Scheme.

Strategic Aim

Expand the local Adult Placement Scheme for older people by recruiting more carers to provide long and short-term care or regular short breaks, outreach services and day opportunities.

Adult placement offers people an alternative and highly flexible form of accommodation and/or care or support inside or outside the home that is provided by ordinary individuals or families in the local community. This alternative - which enables the person to share in the life and activities of the Adult Placement Carer - is valued by service users and commissioners alike. Adult placement enables a wide range of vulnerable people who need support to live independent lives, promotes their health and well-being, and reduces the need for hospitalisation or admission to care (for example through home from hospital services). Adult placement schemes can also support carers who provide outreach support to people in their own homes, like domiciliary care but regulated through the adult placement scheme.

In Worcestershire, Adult and Community Services now part-funds the costs of the scheme. Support can also be funded through Supporting People. Currently there are 120 service users in the scheme of whom 16 are older people.

Action Points:

- Expand the Adult Placement Scheme by recruiting more carers for older people
- Develop the scheme to support carers to provide outreach support to people in their own homes as required
- Develop the scheme to support carers to provide day opportunities as a good alternative to traditional models
- Explore the scope for Adult Placements to support older people with dementia

iv. Homeshare

Homeshare is based on the simple idea of the exchange of housing for help. A householder offers housing to a home-sharer in exchange for an agreed level of support. This might include companionship, security, help with daily tasks, some financial support, or a combination of these. The success of such schemes will depend on proper assessment of home-sharers and local support for such arrangements ('Independence, Well-being and Choice').

Strategic Aim

District and County Councils will jointly undertake some exploratory work to consider any opportunities and issues presented by developing a 'Homeshare' scheme.

v. Equity Release

This is a new approach to helping older home-owners in poor condition housing by releasing equity to fund home maintenance, adaptations, care support etc or to secure more disposable income.

"I was brought up on the basis that one should make provision for oneself, and I have absolutely no expectations of any government or any local authority. I expect to have to pay for any services that I may want when I am older"

Strategic Aim

Develop an agreed approach to Equity Release at county level involving district and county councils, Home Improvement Agencies and Supporting People

The government has been trying to encourage the use of equity release but take-up is currently slow which may be due to lack of interest, lack of awareness or unsuitable, expensive or inflexible products. There is also concern about equity release possibly negating means-tested benefits.

A study by Nigel King Associates and Philip Leather of South Bank University carried out for the Joseph Rowntree Foundation in October 1995 drew the following conclusions:

'Existing grants for adaptation, repair, and improvement from local authorities are an excellent mechanism to assist older people, but in practice owners may often have little choice in the scale and nature of works, those on higher incomes may not be eligible for help and there may be long waiting times'. Recent government proposals will also make the provision of all grants discretionary, except those relating to essential adaptations. In future older homeowners may therefore be more willing to consider alternatives to grant aid, including the use of home equity.

There could be a future market for mechanisms tailored more towards individual needs and linked to the provision of technical and social care advice, perhaps offered by partnership between financial institutions and not-for-profit housing agencies.

Local authorities now have to meet the requirements of the Regulatory Reform Order 2002 that enables local authorities to use a range of tools such as loans or equity release to enable people to maintain their own homes and their independence.

Action Points

- Ensure that information is available on affordable, risk-free options to assist people to maintain their independence, including products for lower value properties
- Educate the private sector about the older people's market and the type of products required

vi. Domiciliary Care / Night Support

Domiciliary Care is the provision of personal care for people in their own homes who for reason of illness, infirmity or disability are unable to provide it for themselves without assistance.

Strategic Aim

Continue to work together with independent sector providers to deliver long term domiciliary care support for older people, following an intensive short term assessment service from the in-house service (Independent Business Unit) and also develop joint night support services countywide.

In Worcestershire over recent years, many more people than before have been helped to remain in their own homes. Between March 2004 and March 2005 the number of older people helped to live at home increased by 0.95%. This has been achieved by shifting the focus of care, with far more hours of help being delivered to a smaller but higher-need number of households – those most at risk of moving into residential care. As a consequence of this shift in focus, fewer people now receive medium or formal care through the local authority, which argues for an increase in preventative measures including more low-level support.

The care market for older people's services is changing. In some areas this has made the development of a partnership approach between the council and providers difficult to achieve because of the large number of organisations involved. The council has addressed this by introducing block contract arrangements for a large proportion of domiciliary care for older people. This is designed to allow much closer working and capacity building to take place between purchaser and provider, as well as ensuring that clearly defined standards are being achieved. The guarantee of a number of hours per week ensures that the provider is able to maintain an appropriate level of paid and trained staff to meet these requirements.

Carers and staff have defined the lack of night support as a significant contributor to carer breakdown and subsequently inappropriate admissions to hospital and/or residential care. Service users wish to remain in their own home for as long as possible and carers wish to continue caring for as long as possible.

Night support services are recognised as an important preventative service and in Worcestershire though services are available they are not consistent across the County. A Night Support Services Development Proposal was produced in October 2005 by a

night support project with membership drawn from across all client groups within social care and health.

This new service will provide skilled generic workers to provide overnight care support and assistance which should be part of a package of planned care although there will be capacity to respond to one off requests, if appropriate. The countywide service will include night time check calls and a night sitting service provided by 3 teams.

An additional key driver for this project is the Commissioning Strategy for Carers and in particular Strategic Aim 10 which aims to: ‘... develop a countywide equitable, flexible and responsive sitting service, including night support...’

Action Points:

- Continue the process of seeking domiciliary care providers across the county to deliver a total of 7,500 long-term domiciliary care hours care per week through block contracts. (Implementation in south Worcestershire commenced in 2004 and the same to commence in north Worcestershire in 2005)
- Develop effective long term working arrangements with these providers in order to provide a stability of care provision to older people
- Respond to the need for more community- based support in people’s own homes by expanding the domiciliary care market, both internal and external
- Jointly address the particular issue of the recruitment and retention of sufficient staff to meet the demands of the service
- Ensure that carers have access to a reliable home care service to enable them to sustain their caring role through access to an approved list of providers and through involving them in the monitoring and review arrangements
- Develop a countywide sitting service by increasing capacity in the voluntary sector and continuing the development of a voucher scheme in the independent sector
- Establish and evaluate a night support pilot project in south Worcestershire
- Further develop night support services across the county

vii. Day Opportunities

Traditional day services offer communal care, with paid or voluntary care givers present in a setting outside the user’s home. Individuals come or are brought to use the services, which are available for at least four hours during the day, and return home on the same day. Lunch and refreshments are provided.

Strategic Aim

Develop day opportunities which enable older people to access a wide range of ordinary activities which are often not currently available, especially if there are transport difficulties or if people require personal care assistance so that substantial disabilities do not become a barrier.

Day opportunities form part of a range of practical support services to help people to continue to live independently in their own homes and can address a wide range of needs, for example:

- Friendship and social stimulation
- Maintaining good physical and mental health
- Engaging in meaningful activities
- Continuing to be involved in aspects of life that are valued
- Preserving links within the community
- Maintaining a sense of purpose
- Giving carers a break

In Worcestershire there are broadly two types of day opportunity. Firstly there are 22 establishments providing services for older people who meet the Adult and Community Services eligibility criteria. Approximately 75% of these places are provided at residential homes including the three homes for older people managed by Adult and Community Services. There is a clear lack of community-based places.

A review in 2004 identified 725 older people using these services, with an additional 85 older people using learning disability day services, physical disability day services and mental health day services. These places are not evenly distributed around the county and the quality is variable due to insufficient staffing and lack of clarity of purpose.

Secondly there are day opportunities primarily in the voluntary sector with some Adult and Community Services funding which are designed to provide low-level support for older people who do not meet the eligibility criteria. They use a mix of paid and unpaid staff. The review identified 1,631 older people using these services. The variation in funding levels is significant and quality levels are unclear.

Specialist dementia day opportunities are more likely to be linked to residential care home provision. The Strategy for Day Services for Older People in Worcestershire 2006-2009 proposes a much sharper focus for services along with a shift away from traditional day centres towards community based services.

Action Points:

- Commission a series of specialist day opportunities for older people with dementia
- Use Direct Payments to enable older people to access community based groups and activities on an individual basis
- Enable older people who are physically frail to access local community groups/activities by providing an appropriate level of support
- Fund support to develop groups and activities to meet the low level needs of older people
- Continue to work with Education, Leisure and other partner organisations to develop groups and activities to meet low level needs
- Establish a number of pilot schemes to provide culturally sensitive day opportunities
- Develop clear quality standards
- Ensure equitable provision across the county

17. LEVEL OF INCLUSION 5 – CARE HOMES AND HOSPITAL CARE

i. Care Homes and Care Homes with Nursing

These are homes, which provide accommodation with personal or nursing care and meet the National Minimum Standards required for registration under section 23 of the Care Standards Act 2000.

Strategic Aim

Ensure appropriate availability of good quality care home provision across the county.

Under the Care Standards Act 2000, which came into effect in April 2002, all homes, including residential homes, are defined as 'care homes' and nursing homes were renamed 'care homes with nursing.'

Government intentions for the care home sector follow two key themes. The first theme concerns quality issues. The Green Paper sets out the Government's intention to modernise the approach to social care regulation, to be more proportionate, to reflect the aspirations of people using services properly, and to capture the quality and outcomes of the services provided which will include a review of the National Minimum Standards.

The second theme concerns choice. Building Partnership and Capacity in Care (October 2001) states that new types of services will need to be developed such as Intermediate Care and the balance between existing services may need to be changed, moving towards care at home. A speech in January 2004 by the then Under Secretary of State on implementing BPCC talked about people wanting to be able to choose from a full menu of care services – from care in their own homes, through to extra care housing and residential accommodation. 'Frankly very few people would choose residential care as one of their first options and yet so much commissioning activity has been and still is preoccupied with this type of care. It should be one, but just one, of a range of options'.

In May 2005 the Government agreed with an Office of Fair Trading report recommending a one-stop-shop for information on care homes to help older people choose the right home, supported by better access to complaints procedures, greater price transparency and fairer contract terms for care home residents

A recent interview survey in South Gloucestershire by the Institute of Public Care of older people recently admitted to care homes aimed to estimate how many might have been able to take advantage of Extra Care provision as an alternative. In over three quarters of cases, the decision to enter a care home followed a critical event such as a fall and /or hospital admission. In the absence of community-based 24 hour care, residential care was seen by relatives and professional teams as the option of least risk, and service users acquiesced in the decision in order not to become a burden. It was estimated that two thirds of the older people included in the survey could actively have benefited from Extra Care provision, either currently or at the time of an earlier move.

In Worcestershire the local authority has a minimum volume contractual arrangement with Heart of England Housing and Care to deliver 150 long-term residential places

across nine homes throughout the county. There is also a block contract arrangement for 19 single rooms with Partnership Care Services at a home in Worcester. Additional residential places are spot purchased in relation to need.

Action Points:

- Work closely with the Independent Residential/Nursing Home providers to ensure that they can respond to the requirements for provision and that the proposed disinvestments in residential/nursing home placements does not destabilise a currently vulnerable market
- Consider fee increases and the development of more specialist services and include as part of the overall budget and planning for the service
- Address the unequal distribution of places across the County
- Address the growing need for specialist types of care, most notably for dementia through the payment of a weekly premium payment to homes providing specialist dementia care of care. This initiative will be further developed in 2005/6

ii. Acute, Community Hospital and Continuing Health Care

Hospital facilities are expensive and a hospital stay is usually the most costly episode in the patient's experience of care. However, it is important to see the hospital as one part of the network of care required to meet the health needs of the population. There is little value in optimising the use of hospital without looking at the use of other services in the system. The primary focus should be on how hospital services link with other forms of support to meet the needs of older people. However hospitals should focus on providing acute medical and active rehabilitative care rather than meeting accommodation needs.

This strategy uses 'Continuing Health Care' as a general term that describes the care provided over a period of time to meet physical and mental health needs that have arisen as a result of disability, an accident or illness. The care may be provided in a range of settings (in hospital, at home, in a care home, assessment and treatment centres, day service or hospice) by the NHS or jointly with Adult and Community Services to those aged 18 and over.

Strategic Aim

Ensure that older people are admitted to hospital appropriately and discharged to a suitable setting with the necessary support as soon as it is safe and appropriate to do so.

The significant majority of people who are admitted to hospital come from their own homes and want to return there as soon as possible. Sometimes simple or complex adaptations are needed to their homes to enable this to happen. It is therefore vital that staff involved in the discharge of people from hospital, or the avoidance of unnecessary hospital admission, have access to housing with care options as well as influence over the provision of home adaptations. The Audit Commission described the current position in many health and social care systems as a 'vicious circle' of care where failure to invest in prevention and intermediate care drives pressure on hospital care and medium to long term care in homes. The challenge facing Worcestershire, as elsewhere, is to move to a 'virtuous circle' which maintains older people at home, promoting independence and the planned use of health and social care services.

Currently over half of people who die do so in hospital, a fifth die at home, with others dying in care homes and hospices. Yet surveys suggest that the majority of people would prefer to be supported to die in their own homes.

End of life care includes services provided for a terminally ill person and also for their carers at home, in day opportunities and in hospices. Hospices provide a range of services - pain control, symptom relief, skilled nursing care, counselling, complementary therapies, spiritual care, art, music, physiotherapy, reminiscence, and bereavement support. Multi-professional teams, including volunteers, provide care based on need and personal choice, and strive to offer freedom from pain and to help achieve dignity, peace and calm.

In 2003, the government invested £12 million over three years to improve care for people coming to the end of their lives. This is to take forward training programmes so all adult patients nearing the end of life will have access to high quality specialist palliative care to be able to live and die in the place of their choice. This will help to support implementation of the Gold Standards Framework, Liverpool Care Pathway for the Dying, and Preferred Place of Care tools. Whilst initially developed for use with cancer patients, these tools are being adapted to meet the needs of all patients requiring end of life care. The Gold Standards Framework for Palliative Care has now been rolled out across the UK as part of national policy. The framework improves palliative care of people towards the end of their life, and is used by primary health care teams to improve the care provided for people living in the community, so that most care is delivered at home or to people attending GP surgeries. It is now being piloted in care homes and will be piloted in community hospitals in the future. It is being used increasingly with people who have long-term conditions. The Liverpool Care Pathway has been developed to transfer the hospice model of care into other care settings.

Action Points:

- Prevent the need to enter hospital through an interagency, multi-disciplinary rapid response team approach in the community. This service will be available out of hours
- Help people to stay independent through Community Nursing Services which are available out of hours and work in partnership with a range of services
- Evaluate the benefits of an Interim Care Scheme with rapid access to care homes and care homes with nursing
- Prevent further escalation of emergency admissions to hospital and long term care
- Screen for those at high risk e.g. risk of fractures in high risk people with a history of falls, repeat attendees at Accident and Emergency and redirect people to specialist services as appropriate through the use of long term conditions management strategies
- Build capacity to deliver more responsive, timely services including domiciliary care, out of hours nursing and social work assessments
- Improve mental health services through the implementation of the Strategy for Older People with Mental Health Problems
- Develop local schemes to improve the management of complex and long term conditions in all Primary Care Trust areas including generic support workers based in the Adult and Community Services Independent Business Unit
- Through the Single Assessment process, ensure that screening for continuing health care has been completed

- Shorten lengths of hospital stay through the implementation of the Single Assessment Process
- Reduce delayed discharges from hospital through the continued development of the Rapid Response Teams and Integrated Discharge Services based in both acute hospitals and also through improving nurse led discharges from wards
- Work to develop comprehensive end of life care services through a range of existing community based services and hospices
- Work with all NHS Trusts to improve the carer's experience of the admissions, duration and discharge of patients, including the Ambulance Trust responsibility through the recruitment of Carer Support Workers based in each Integrated Discharge Service and the production of hospital information packs for carers. (Commissioning Strategy for Carers)

18. WORKING IN PARTNERSHIP WITH OTHER AGENCIES

i. The Single Assessment Process

The Single Assessment Process (SAP) was introduced through the National Service Framework for Older People to ensure that agencies work together so that assessment and subsequent care planning are person-centred, effective and co-ordinated.



Strategic Aim

Work in partnership to maximise the resources of the services delivered by housing, health, adult and community services and other agencies such as voluntary and private sector organisations, to provide effective, efficient and seamless services from the first point of contact for information or advice through to delivering complex packages of care.

Whilst government guidance is primarily concerned with joint working between health and social care, it recognised the need for significant links with housing authorities and the important contributions housing can make to promote the independence and well being of older people. The Green Paper builds on this further by setting out a vision which puts people in control and building and harnessing the capacity of the whole community to make sure that everyone has access to the full range of universal services.

The Single Assessment Process has primarily been introduced in Worcestershire for people using services provided by Adult and Community Services and Health. However new housing based schemes such as the Woodlands in Wyre Forest have seen the benefits of implementing Single Assessment from the outset.

Action Points:

- Adult and Community Services, District Councils and Housing Providers to jointly undertake initial scoping work with a view to introducing the Single Assessment (including care co-ordination) in a range of housing settings
- Extend the scope Single Assessment for older people into Common Assessment for all adult user groups in line with the recent White Paper and soon to be issued guidance from the Department of Health

ii. Creating Balanced Communities

Registered Social Landlords and Local Authorities develop social rented provision largely for low-income older people, and the private sector develops specialist housing for sale for more wealthy people, which contrasts with the general housing market where there is a growing trend to create more balanced communities.

Strategic Aim

Work with planning colleagues to develop more flexible housing options and mixed communities in order to improve the range of housing available for older people in varying financial circumstances.

There has only been limited interest so far in developing private sector housing-based models of care as most older people living in private leasehold housing are expected to purchase their own care and support services.

... "I don't want to live with all old people, they are a target for crime then, and they become isolated from the rest of society, and isolation is what causes the majority of societies problems, no, I think that if you stay around younger people, you stay younger yourself"...

Action Points:

- Stimulate and promote the development of mixed housing communities in Worcestershire
- Work with private house builders to increase the availability of suitable housing for older people for sale
- Find ways to ways to stem destabilising pressures of retirement migration into the housing markets of Worcestershire

19. SOCIAL INCLUSION

Though this strategy has been written with all older people in mind, certain groups need special consideration. Some still suffer from persistent inequalities, which may have affected them from earlier in life or for others the experience of ageing has led them to become excluded. These older people do not necessarily need specialist or separate

services, but steps should be taken to make absolutely sure that everyone can readily access mainstream services and that there are no obstacles or barriers in their way.

i. Older People from Black and Minority Ethnic (BME) Communities

Our society has evolved over the recent past to one which is now more diverse in ethnic and racial groups. The proportion of older people from black and minority ethnic communities in the population compared with white older people is small but growing.

Strategic Aim

Ensure that older people from black and minority ethnic communities do not suffer any disadvantage in accessing services.

Nationally there is over representation of older people from BME communities living in poor housing (2001 English House conditions survey, ODPM). Also there is inadequate housing advice, information and options for BME elders (research undertaken by Help the Aged – Housing Advice for Older People, 2002). Care and Repair England produced 'Should I Stay or Should I Go?' and the lessons that emerged from this are:

- There is a lack of suitable, culturally appropriate housing options
- There is a need to improve access to services by BME communities which requires a pro-active, networking approach
- The housing needs and aspirations of BME elders are not substantially different from other groups of older people but location within the wider BME community is important
- The preferred option of many older people from BME communities is the same as for older people as a whole – to stay put in their existing home as long as possible
- There is a need for improvements in the range of both general and supported housing which meets the cultural needs of BME elders. Social housing providers in particular need to address this as home equity/income levels amongst many BME elders in the owner occupied sector will leave them excluded from private sector options
- Location is critical, as many ethnic communities have become established in very specific geographical areas with local shops, religious and cultural facilities

2.5% of Worcestershire's population are from a black and ethnic minority group. This compares with the percentage in England as a whole of 9.1%. The largest percentage is in the 0-64 age group at 6.7%, with 0.6 % of people aged 65 years and over being from black and ethnic minority communities.

There are differences between district council areas, for example in Redditch black and ethnic minority groups make up 5.2% of the population compared with 1.2% in Wychavon.

The largest minority group in Worcestershire is Pakistani. However nationally the largest minority group is Indian. Nationally, Asian people over 65 are the most likely to have a limiting long-term illness, with a higher percentage than the general population. Although numbers are small, this situation appears to be mirrored in Worcestershire.

Local authorities have a duty to promote good race relations, equality of opportunity and community cohesion in all of their policies and practices. This duty covers all racial groups, including Gypsies and Irish Travellers who are recognised ethnic groups. Planning, site provision and enforcement activity are highly relevant to this duty, because they impact on race relations generally and on the way in which services are delivered to this group.

The national policy framework has changed recently with Gypsy and Traveller accommodation issues assuming greater prominence. The emphasis is on mainstreaming site provision as a form of affordable housing within housing and planning strategies. The Housing Act 2004 requires local housing authorities to include Gypsies and Travellers in housing needs assessments and to incorporate identified needs in strategies.

There is no information on the total number of Gypsies and Travellers in the region since they are not identified in the census. Information is available from the Gypsy Caravan Counts. This gives numbers of caravans on council and private authorised sites and on unauthorised sites on specific days in January and July each year since 1979. The Counts exclude Gypsies and Travellers living in houses who probably comprise at least half the total population.

There are over 15,000 Gypsy and Traveller caravans in England. Around three quarters of these caravans are on authorised sites. Gypsies and Travellers are believed to experience the worst health and education status of any disadvantaged group in England. Research has consistently confirmed the link between the lack of good quality sites for Gypsies and Travellers and poor health and education, which would be improved by the provision of more authorised sites.

The Office of the Deputy Prime Minister carries out a twice-yearly count of gypsy and traveller caravans. At the last count (July 2005) there were 429 caravans in Worcestershire with the majority being in Wychavon district (263).

Worcestershire County Council owns or runs 9 sites that are homes to 121 families. There are 12 families (20 people in total) over the age of retirement. The number of older people living on private sites or in private housing is unknown.

From the financial year 2006/7, funding for new Gypsy and Traveller sites will be routed through the Regional Housing Boards, as part of regional housing pots. The Boards will be responsible for allocating funding for site provision and refurbishment by local authorities and Registered Social Landlords, who will be invited to bring forward schemes for funding. The government has made up to £56m available over the two years, 2006/7 and 2007/8 of which £2m is available in the West Midlands for 06/07 and a further £2m in 07/08

A local Housing Association commissioned research from Birmingham University in 2004 into the 'Accommodation Needs of Gypsies and Travellers' This found there is a need for niche housing and site development for the older travellers. Such housing should comprise bungalows, appropriate pitches (having regards for the health and needs of elderly travellers) and a small number of transit pitches to facilitate family members visiting for short periods. This type of needs group requires support from vibrant community facilities, therefore the positioning is of prime importance. Involving travellers in design and management issues might be a starting point.

There is also direct experience locally in terms of older people from the Gypsy and Traveller community in Worcestershire of the need for caravan adaptations when people are discharged from hospital as well as general resistance to taking up services such as home care or sheltered housing.

More details about older people from black and minority ethnic communities are included in Appendix 5.

Action Points:

- In consultation with the BME community, comprehensively map the needs and how they can best be met
- Ensure there are suitable; culturally appropriate housing options with support available in the right locations
- Consider the development of specialist services such as floating support to the BME community based on quantified need
- Extend existing and newly commissioned services in a culturally sensitive way to meet local needs where small numbers are involved which make it difficult to sustain specialist services
- Work with community forums and with the ASHA women's project to look at the needs of older vulnerable women and Bangladeshi women in Kidderminster
- Work in partnership with all key organisations to better understand the needs of older people from the Gypsy and Travelling community
- Develop good practice guidance for staff in all organisations involved in providing information and advice as well as delivering care and support services to older members of the Gypsy and Travelling community
- Consider extending the community alarm service to older members of the Gypsy and Travelling community
- Undertake an Equality Impact Assessment in relation to this strategy

ii. Older People with Sensory Impairment

Visual impairment is a loss of vision that cannot be corrected by spectacles or contact lenses and that is severe enough to interfere with the ability to perform everyday tasks or activities. Hearing impairment ranges from hard of hearing to profoundly deaf and hearing loss is severe enough to interfere with the ability to communicate and to perform everyday activities. Persons are regarded as deafblind if their combined sight and hearing impairment cause difficulties with communication, access to information, mobility and everyday tasks or activities.

Strategic Aims

Ensure that older people with a sensory impairment are helped to live as independently as possible, having timely access to specialist and mainstream services with flexible support to access services within their local community and ensure greater co-ordination between sensory services and older people's services as highlighted by the Social Services Inspectorate**

RNIB's 'Making the Link' project is aimed at improving health and social care provision for older people with sight problems. It builds on the RNIB's resource called 'See Change' which was designed to support the implementation of the NSF for older people. RNIB has recently published "Open your eyes" – a report which draws attention to year on year rise in the numbers of older people, and the inevitable increase in the visually impaired population. Some estimates suggest that the numbers of blind and partially sighted people will double in the next 15-20 years. The 'Improving Lives Coalition' which offers the opportunity for national and local voluntary organisations and individuals to work in partnership to improve social care services for people with sight problems, has recently launched their 'Equipped for Living' campaign to improve community equipment services offered to blind and partially sighted people.

Social exclusion is a major factor for elderly people which when compounded by hearing loss, doubles their exclusion. There are no social groups for elderly profoundly Deaf BSL users and no other tailored support services for this group.

The RNID are currently campaigning for 'Access to Entertainment' where deaf and hard of hearing people are excluded from enjoying entertainment, they aim to make cinema, television and arts more accessible. They are also campaigning for better access to health services, as the average GP will have up to four patients with hearing loss in their surgery every day, yet deaf and hard of hearing people regularly face problems using the NHS therefore their campaign is aimed at ensuring deaf people get proper access to health services, that means taking their communication needs into account. When services are provided, the lack of resources means that there is often little follow up, resulting in those services not benefiting their recipients.

Deafblind UK's theme for this year is 'End the Exclusion'. For deafblind people, gaining access to simple things is a major challenge. Health information is not available in the formats needed and social opportunities are non-existent.

The number of people in Worcestershire aged 65 and over who are registered with a sensory impairment are as follows

In 2001 the Social Services Inspectorate (SSI) recognised that *"In some council areas some older people with sensory loss were at risk of isolation, confusion and depression because of insufficient arrangements for assessing and responding to sensory loss needs.*

Despite its high incidence amongst older people, the SSI also reported in 2003 that *"...inspections identified that there were still some significant gaps in service provision in most councils. They included developing specialist services for older people with a visual or other sensory impairment. These long-standing issues not need to be addressed."*

Number of Older People in Worcestershire with a Sensory Impairment	
Blind	917
Partially Sighted	980
Deaf	29
Hard of Hearing	1033
Dual Sensory Impairment	272
Total	3231

There are many more sensory impaired people in Worcestershire who either choose not to have their name entered onto the register or who do not seek any consultation or registration for their sensory impairment.

There is a need for support services in the community to enable sensory impaired people to live independently and we currently have a good support service for blind and partially sighted people in Worcestershire, which is provided via Worcestershire Association for the Blind, though there are always people waiting for a service. A major issue for visually impaired people is the transport difficulties they experience.

A Communicator Guide service is purchased from Sense for Deafblind people. We are currently looking at ways in which we can support older hard of hearing people in the community but at present there is no service in place.

Action Points

- Continue to develop strong links with health colleagues in terms of having workers who are linked to the hospitals ophthalmology and audiology departments who encourage the take up of assessment for services and/or equipment
- In partnership with DeafDirect explore ways of setting up a preventative support service for older hard of hearing people in the community and we are currently focusing on both a volunteer services and a support worker service
- Expand our own volunteer service that provides support to deafblind people in the community
- Look at expanding the communicator guide service provision to enable us to provide services to a larger number of deafblind people in the community
- Continue to work with all our partnership agencies in helping to increase the take up of Direct Payments that have to date been very successful
- Continue to raise awareness of the needs of people with a sensory impairment and build upon the commitment to training for carers and professionals

iii. Older People with Mental Health Problems.

The majority of people over 65 enjoy a fit and healthy life both in terms of their physical and mental well being. However increasing age brings with it increasing possibility of poor mental health. Achieving and maintaining good mental health is essential for a fulfilling later life. Mental health has been defined as ‘the emotional and spiritual resilience which enables us to enjoy life and survive pain, disappointment and sadness. It is a positive sense of well being and an underlying belief in our own and others’ dignity and worth’.

Strategic Aim

Maximise the independence and quality of life of a growing number of older people by promoting mental health, reducing the prevalence of treatable mental illness and alleviating the detrimental impact of progressive mental illness on the lives of older people and their carers.

Older people with mental health problems also want to exercise control over their lives and to make choices, including decisions about their own care.

Providing services for older people with mental health problems can be complex, as they cut across health and social care, physical and mental health and mainstream and specialist services. Making sure that people's needs are met in a co-ordinated way, and that they do not fall down the gaps in the system, is essential.

'Older People's Mental Health is Everybody's Business' was launched by the Care Services Improvement Partnership in November 2005 to improve practice in the front line. It states that "Whatever the setting, older people with mental health problems should not be discriminated against and should have their mental health needs met in mainstream services ..." Housing should be an integral part of the strategy.'

More details about older people with mental health problems are included in Appendix 5.

Action Points:

- Implement the Action Plan for the Strategy for Mental Health Services for Older Adults in Worcestershire, 2005-2008. Priority areas are intermediate care, day services, respite, support to carers, preventing delayed discharges and unnecessary hospital admissions
- Audit Older People's Mental Health Services using the audit tool produced by DH which accompanies the recent publication, 'Everybody's Business
- Ensure that older people with mental health needs including people in the early stages of dementia can access sheltered and extra care housing and that the higher levels of care or necessary specialist input is available
- Enable older people with dementia to move into sheltered and extra care housing as early as possible whilst they still have some understanding, have capacity to develop relationships and are able to adapt to new surroundings so that with appropriate support they can live there for life
- Ensure the provision of a well designed and safe environment for people with dementia. (See Housing LIN Factsheet 14)
- Maximise the potential of the wide range of assistive technology and telecare products on the market, including door sensors or wandering bracelets, which, with appropriate protocols and proper staffing can replace closed doors
- Following the local authority's introduction of a premium payment for dementia care (to be paid in relation to individuals if their care needs demand it and the homes have specialist dementia care available), re-tender following the completion of a detailed service specification currently underway in the 2005-6 financial year
- Develop the use of 'memory reminiscence' packs held in the Record Office which contain copies of photos, maps, area plans etc which can be loaned to care homes to be used by the carers with people with dementia/failing memories

iv. Older People with Learning Disabilities

It is likely that services will be supporting an increasing number of older people with learning disabilities. There is emerging evidence, which suggests that the course of dementia, whilst highly variable, is usually faster in people with Down's syndrome. Though life expectancy for older people with Down's syndrome has increased significantly, life expectancy for older people with learning disabilities still falls short of the general population and avoidable illness and premature death is common. The effect of moving people out of institutional care means that people are growing older in different settings, providing a new challenge for community services.

Strategic Aim

A commitment to a person-centred approach and the involvement of family carers so that people with learning disabilities and their families can live full and independent lives as part of their local communities with equal access to health care, carer support and a choice of housing outside of the family home.

In Worcestershire, just under 60% of people with learning disabilities aged over 50 are living in some kind of registered care home, including care homes with nursing and adult placements. 20% live in family homes with implications for them and their older carers in the longer term. Another 20% live in ordinary housing, just over half of these with support.

More details about older people with learning disabilities are included in Appendix 5.

Action Points:

- Explore the potential for development of supported housing for older people with a learning disability to meet the needs of those living in care homes or in family homes with older carers with changing needs
- Consider special design requirements, adaptations and assistive technology to ensure that accommodation is responsive to particular difficulties with communication, understanding or independent living (good practice guidance in terms of both design and support from the Housing and Learning Improvement Network, Factsheet No. 3)
- Ensure older people with learning disabilities are not inappropriately placed in older people's services

v. Protecting Older People from Abuse

Abuse or mistreatment, can be defined as a violation of a person's human or civil rights by another person or persons. This can take the form of physical, sexual, psychological, financial (or material), institutional and discriminatory abuse and include neglect or failure to act.

Strategic Aim

Enable older people to be safe from abuse by consistent implementation of the Adult Protection Policy and Procedures across Worcestershire

In recent years there has been an increase in awareness that the abuse of older people is a problem in society. There is a need for action to ensure that older people, who are at risk of abuse, receive protection and support. Domestic violence does not respect age or disability boundaries and some adult protection situations are fundamentally domestic violence incidents.

Central Government, in 2000, published “No Secrets” which set out guidance on developing multi agency policies and procedures to protect vulnerable adults from abuse. Fundamental to this was the acknowledgement that abuse of older people and vulnerable adults does happen.

“If abuse is not acknowledged people cannot be protected, or given the support to recover, and in those cases where other adults may be at risk, they too are left exposed to further abuses. Hence a failure to acknowledge abuse may lead to failures in prevention as well as response”.

Professor Hilary Brown.

In 2004 the Protection of Vulnerable Adults (POVA) List was introduced. This list contains names of people who have been dismissed or suspended for harming vulnerable adults or putting them at risk of harm. Employers are legally responsible to check applicants against this list prior to employment

The ADSS published Safeguarding Adults a National Framework of Standards in 2005. It has the potential to mainstream adult protection into the heart of adult services. It contains 11 standards that will lead to the establishment of high quality consistent adult protection work across the UK.

Worcestershire has a strong partnership approach to adult protection. The partnership includes of Worcestershire County Council, West Mercia Constabulary, Criminal Justice System, Probation Service, Domestic Violence Organisations, care homes and the Commission for Social Care Inspection. Worcestershire has an adult protection committee and this is one of the key means for co-ordinating and supporting the partnership between these different organisations. The partnership is committed to training, awareness raising and regular audit. All of the adult protection polices are anti-discriminatory and inclusive.

Worcestershire has a comprehensive adult protection arrangement with policies, procedures and whole systems in place designed to protect those at risk to investigate allegations and work with those who have been abused.

Action Points

- Continue to develop and implement the training programme for all partnership agencies
- Produce publicity material around adult protection
- Continue to raise awareness locally of adult protection and adults at risk

- Continue to rigorously audit and develop the adult protection system
- Evaluate the effectiveness of Frameworki tool on adult protection
- Ensure that Worcestershire is up to date with national best practice, national development and national legislation
- Continue to strengthen the partnership and making links with community safety boards
- Review specific case and look at marginal communities

vi. Homelessness

The legal definition of ‘statutory homelessness’ does not just include the number of people who are literally roofless and sleep out in the open but those who may be living with relatives and friends or in temporary accommodation. For some this means living in poor quality accommodation that is detrimental to their health or well-being. They have found themselves homeless through no fault of their own or elder abuse and are vulnerable for reasons such as disability, health or age. For the purpose of this strategy, older homeless people are defined as those aged over 50 because those who may have suffered long-term homelessness (especially rough sleepers) die at a much younger age and have the health problems of much older people. Also people aged over 50 are more vulnerable to the known triggers of homelessness such as bereavement, redundancy and chronic health problems and may be in need of supported accommodation.

Strategic Aim

The needs of older people who are homeless or at risk of homelessness will be fully considered in all aspects of strategic planning and service delivery.

There is likely to be under-counting of homelessness amongst older people because of those it excludes:

- Many older people do not ‘present’ themselves to their local authority as homeless
- They are ‘hidden’ (staying in hostels or with friends or relatives)
- Even if housed, without adequate support tenancies may fail
- Older people, like other groups can be found to be ‘intentionally homeless’
- They are less likely to know their rights in law

Older homeless people are especially vulnerable because of their age and they tend to fall down the gaps between mainstream services. Older people who are homeless or at risk of homelessness are diverse and varied, but what they have in common is that their needs are not the same as either younger homeless people, or older people with secure and appropriate housing. Homelessness is especially damaging to the health and well-being of older people and there is a risk that they can die before their needs are met. Homelessness also has costs to the public purse across housing, health, social care and other budgets.

Action Points:

- Explore the development of specialist supported; sheltered and extra care housing models to provide the right blend of independence, communal facilities (including

meals) and potential social interaction for older people who have become homeless. Consider whether provision should be specialist or mainstream

- Explore use of intermediate care places in supported housing to provide older people at the point of homelessness with suitable temporary accommodation
- Ensure sufficient provision for homeless people, alcohol abusers and people with mental health issues who face problems on discharge from hospital, or discharge themselves inappropriately (it is known that this group are readmitted more frequently). Consider use of surplus bedsit accommodation
- Ensure quick adaptations to properties for this user group
- Develop intensive support and floating support services to enable the housing and resettlement of this user group (Supporting People Strategy 2005-2010)
- Work in partnership to tackle the underlying causes of homelessness (Supporting People Strategy 2005-2010)
- Manage throughput of hostels and quality of hostel provision (Supporting People Strategy 2005-2010)

vii. Older People Living in Rural Areas

The population in rural areas is disproportionately affected by ageing. People over 65 form 18% of the rural population compared to 15% of the urban population. The more rural a particular area is, the higher the proportion of older people. Overall the number of older people living in the countryside is rising with the average age of someone living in the countryside being older than their urban counterpart. The evidence suggests that urban dwellers tend to migrate to rural areas like Worcestershire on retirement. At the same time younger people leave rural areas for career or educational reasons.

Strategic Aim

Ensure that older people living in rural areas are not disadvantaged in terms of accessing housing, health and support services in relation to their urban counterparts.

The Rural White Paper (2000), *Our Countryside: the future – A Fair Deal for Rural England* sets out a comprehensive framework for improving the lives of and services for people living in rural communities. It makes a number of commitments:

- All housing authorities to make a specific assessment of rural housing needs
- Double the number of dwellings funded by the Housing Corporation's rural programme (in settlements of under 3,000) from 800 to 1,600
- Encourage local authorities to provide more affordable homes in villages and market towns
- Provide cheaper homes to buy in rural areas e.g. starter homes for keyworkers

Whilst the countryside is generally a healthy environment with greater healthy life expectancy, there are pockets of real deprivation and poor health associated with access to both general and emergency health care services along with delivery of home care and other accommodation based care and support (staff recruitment issues).

Care and Repair England produced 'Should I stay or Should I Go?' and in relation to rural issues found the preferred option of the majority of older people is to stay put in

their existing home for as long as possible to retain important local support networks. However for a significant minority especially those aged over 80, moving to supported housing may become a necessity, particularly in rural areas which lack public transport and local services. There is a lack of suitable housing to purchase even for those with moderate equity. Planners need to take account of the potential demand for both private sector and social rented housing amongst older owner-occupiers and private tenants.

Evidence shows that there are significantly higher levels of volunteering in rural areas and that these are largely the active elderly supporting the less active elderly.

Action Points:

- Ensure availability of sufficient sheltered and extra care housing schemes and Home Improvement Agency services for older people in rural areas
- Prevent enforced moves to more urban areas through the use of telecare, the development of communal and community facilities as well as a range of tenure types
- Ensure older people in rural areas are kept informed about the services available. (A local Age Concern group suggests mobile information centres as one possible solution)
- Respond to the needs of older people who (according to the Rural Housing Enabler in Worcestershire) are living in the wrong type of rented accommodation to meet their present housing requirements. This includes single people and couples who for instance may have been allocated a three bedroom rented property by the local authority in the past and now the family have moved out they would prefer to move to an older people's bungalow
- Planning decisions to take account of older people living in their own properties who want to down size, by ensuring opportunities in rural villages to purchase smaller accommodation on the open market. (The situation is likely to get even worse as the policies in the new Regional Spatial and Housing Strategies start to take effect). Bungalows are the preferred option
- Provide support to volunteers in rural areas

viii. Carers

A carer is any person who looks after a relative, friend or neighbour who because of disability, illness or the effects of old age cannot manage at home without help. This includes carers who may or may not be living with the person they care for and is irrespective of the disability or illness of the person they care for.



Strategic Aim

The three priority areas for carers are identified as: acknowledgement from staff within key organisations of the contribution carers make to care in the community, providing information, advice and support to undertake their role and ensuring equitable and flexible services to support them in their role.

The Commissioning Strategy for Carers 2005 -2008 sets out clearly the needs of carers and how Worcestershire Adult and Community Services and other organisations will provide them with support. The majority of the specific strategic aims have been incorporated into the relevant sections of this strategy for older people. In addition the following action points have been agreed:

- To increase awareness and understanding of carers and issues that affect them within key organisations
- To provide carer support groups for older people in each area
- To ensure all eligible carers have either a joint and/or separate assessment of their needs
- To improve the health and well being of carers through the provision of a range of listening and counselling services
- Support carers when their caring role ends

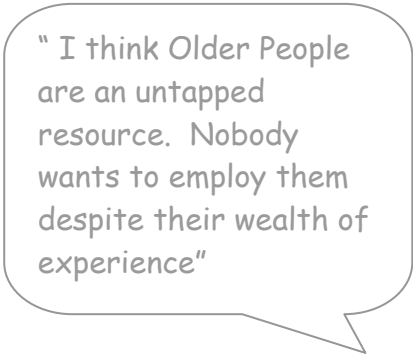
20. INVOLVING OLDER PEOPLE IN REGENERATION

The scope of regeneration has now broadened beyond area based renewal and targeted programmes to tackle social and economic problems which are often associated with more urban areas. As well as physical infrastructure, housing, crime reduction, jobs and training it now includes social, community and health opportunities.

Traditionally marginalized or excluded from regeneration activity, it is now recognised as good practice for regeneration partnerships to involve older people including those from black and minority ethnic communities as well as other groups with special needs. A variety of funds are available which are increasingly administered regionally.

Older people can make a difference to thinking and planning and the changes they can bring about can benefit everyone. Contributions can include:

- Reducing exclusion and recognising diversity through schemes such as Sure Start and volunteering
- Improving social cohesion through intergenerational work
- Developing skills and support through rural outreach
- Involving older people in improving services
- Facilitating lifelong learning
- Engaging older people in local democracy



" I think Older People are an untapped resource. Nobody wants to employ them despite their wealth of experience"

'An Economic Strategy for Worcestershire 2004 – 2014' sets out the following vision:

'In ten years time Worcestershire will be an economic driver for the region – with a prosperous and sustainable economy, driven by technology-led

enterprises, offering well paid and highly skilled jobs and a high quality of life for its residents’.

The four priorities are:

- Removing barriers to employment
- Revitalising the county’s towns
- Regenerating the rural parts of the county
- Exploiting the potential of key regeneration sites

Worcestershire Partnership's Rural Action Plan includes, amongst other things, identifying communities within the county with high levels of deprivation and sectors of the economy under threat or experiencing difficulties. It also includes identifying the key opportunities for economic growth and makes sure that regional, national and international policies are related to the needs of Worcestershire.

In terms of rural regeneration and the fast changing economy and landscape, older people have a reservoir of knowledge that should be shared with the younger community and recorded. In Worcestershire, older people as volunteers read to children in schools. Also, local archaeological excavations may form a focal point for local history projects and the Historic Environment and Archaeology Service has won two contracts for local community excavations in Worcestershire. Social inclusion is also promoted through high levels of participation in live arts shows and targeting plays and shows at older people.

The Social Enterprise Strategy for Herefordshire and Worcestershire 2005 – 2007 describes social enterprise as a term, which is growing in use and refers to a business that trades and also has social objectives. The purpose of the strategy is to enable the development of a flourishing social enterprise sector, which will deliver effective and accountable services, create jobs and contribute to regeneration, prosperity and quality of life.

Government policy increasingly favours social enterprise as a means to achieve regeneration objectives and user ownership of service delivery. It includes community transport schemes, voluntary sector organisations that charge for their services, housing associations, credit unions etc. In Worcestershire one of the main areas of activity is in health and social care.

Worcestershire has been successful in obtaining Change Up funding from the Office of the Deputy Prime Minister through a consortium involving Local Development Agencies to build up capacity in the voluntary sector via strong, stable infrastructure networks. Initial funding was used to research the sector and employ a development worker, and further funding will be used to improve IT capacity, develop social enterprise and develop the consortium.

Worcestershire has also been successful in its application to become a second round Local Area Agreement (LAA) pilot. LAAs are a key initiative of government aimed at delivering better outcomes for local people through strengthening partnerships working both within a locality, and between central and local government and other agencies. The agreement will cover thematic blocks including health and well being, safer communities, stronger communities and economic development. Housing is a key element in all of these. It is intended to have an agreed LAA by the end of March 2006 and the Worcestershire Partnership will lead this.

21. TAKING THE STRATEGY FORWARD

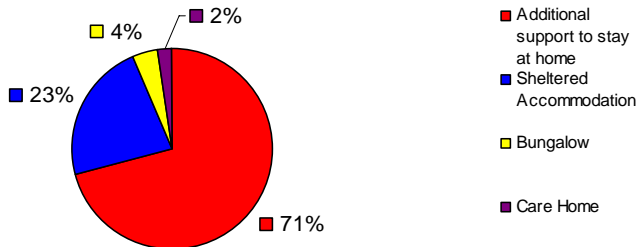
- Develop an action plan with an agreed timetable and priorities
- Agree commissioning structures with links across the NHS, social care and housing
- Agree designated project management arrangements/ resources
- Establish annual process for prioritising funding for specific aspects of the strategy
- Identify staff and organisational development issues
- Undertake an Equality Impact Assessment
- Establish monitoring and review arrangements for the strategy

22. APPENDICES

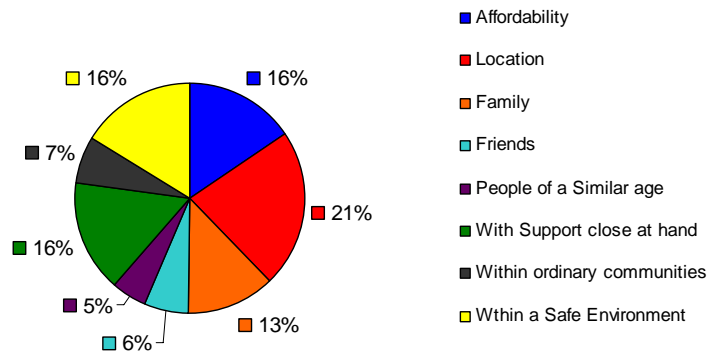
i. Public Opinion Exercise

During a 4-week period from 15th August to 9th September 2005 two temporary staff were employed to interview members of the general public to ask questions about housing support and care needs for the older population. This was carried out in the Hub Access Centres in Redditch, Bromsgrove, Kidderminster, Droitwich, Worcester City, Malvern, Evesham and Pershore for 1 week in each centre. People were approached and asked whether they would be willing to answer questions to inform the development of the older people's strategy. During the 4 week process 332 people were interviewed.

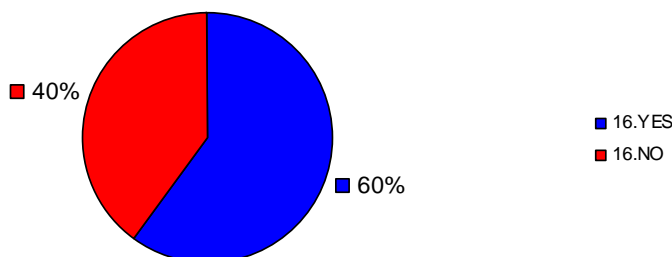
What Kinds of Options Would you like to have Available to you when you are Facing Greater Needs?



What are the Most Important Factors When deciding where to live when you are Older?



Do you know Where to get information from



ii. Partners involved in producing this strategy



iii. National Policies

- “Quality and Choice for Older People’s Housing: A Strategic Framework”, The Office of the Deputy Prime Minister and Department of Health (2001) requires Local Authorities to produce comprehensive older people’s strategies that provide a strategic connection between Housing, Health, Social Care and support for it’s older population.
- “Quality and Choice: A Decent Home for All – The Way Forward for Housing” the Government’s National Housing Policy Statement
- “The National Service Framework for Older People” identifies ways to improve health and social care services for older people to support independence and promote good health
- “Our Healthier Nation”, is an action plan to tackle poor health aiming to improve the health of everyone, particularly those who are worst off
- “The New NHS: Modern and Dependable”, sets out the Government’s plans to modernise the NHS over a ten year period
- “The National Charter for Long Term Care – Better Care, Higher Standards”, explains what people in need of long-term care and support can expect from local housing, health and Social Services
- “Better Government for Older People” report ‘All our Futures’, includes in its recommendations, the need to combat age discrimination and to promote a strategic joined-up approach to an ageing population
- “The Royal Commission on Long Term Care”, identified that the role of housing will be increasingly important in the provision of long-term care
- “Supporting People” is the policy and funding framework for supported housing, including sheltered, very sheltered and extra care housing
- The “Best Value in Housing Framework” sets out the issues and areas of importance which need to be taken into account when reviewing services and the ways in which they are provided
- “Building Capacity and Partnership in Care” is a new national agreement between local authorities and the private and voluntary care sectors to encourage a more strategic, inclusive and consistent approach to capacity planning at a local level.
- “Preparing Older People’s Strategies: Linking Housing to Health, Social Care and Other Local Strategies” provides a framework for producing strategies that link older people’s housing requirements to other services in the community
- “Assistive Technology”: within the national policy context, the role of assistive technology, telecare and Integrated Community Equipment services is emphasised as playing a key role in supporting people’s independence.
- “2 Strategy for Housing Older People in England” (Housing Corporation, 2003) sets out the Corporation’s broad approach to housing and services for older people.
- Choosing Health White Paper
- Adult Social Care Green Paper: Independence Wellbeing and Choice, Dept of Health (2005). A Vision for the future of social care for adults in England.
- Regional Housing Strategies: planning for an ageing population
- Public Service Agreement targets
- Opportunity Age – opportunity and security throughout life - a new document from the Department of Work and Pensions. An ageing society is too often and wrongly seen solely in terms of increasing dependency. However, the reality is that, as older people become an ever more significant proportion of the population, society will increasingly depend upon the contribution they can make. One challenge is to unlock the potential for older people to play an even greater role. A second is to

enable us all to prepare more effectively for new horizons in our later life. This strategy reviews the progress that has been made and starts to chart a way forward for the UK over the next 10 to 15 years. It also discusses how we can begin to make changes now in order to improve public services for older and more vulnerable citizens.

- Socially Excluded Older People
- LINKAGE
- Housing and Older People Development Group "Delivering housing for an ageing population" - informing Housing Strategies and Planning Policies. October 2005.
- 20/20 a vision for housing and care, 2005. ERoSH, National Housing Federation, ASAP, CSHS in association with Association of Retirement Housing Managers, Chartered Institute of Housing, Counsel and Care, Elderly Accommodation Counsel, Federation of Black Housing Associations
- Everybody's Business (2005). Department of Health and Department of Education and Skills
- A New Ambition for Old Age: Next Steps in Implementing the National Service Framework for Older People (2006). Department of Health
- A Sure Start to Later Life, Ending Inequalities for Older People, a Social Inclusion Unit Final Report with DH and DWP, 2006

iv. Local Context

The local policy framework involves:

- “Worcestershire Community Strategies”, one for each of the district councils and one for the county council, which will play a key role as the overarching strategies for the County, drawing together all plans and actions for maximum effect to drive local improvements in economic, social and environmental well being
- The six district councils’ “Housing Strategies” detail the progress made in achieving the targets set to meet housing need in each district and identifies the challenges ahead
- “Private Sector Housing Strategies” in the six districts set out how to improve private sector housing and each Authority’s approach to the Regulatory Reform Order and future funding of disabled adaptations and repairs.
- The three Primary Care Trusts “Local Delivery Plans” set out the strategic framework for improving health, reducing inequalities and delivering faster more responsive services of a consistently high standard
- The “Supporting People Strategy” for 2003/2004, the funding and strategic framework for supported and sheltered housing services. Needs assessment work for the development of the five year Supporting People strategy has identified Older People as a priority.
- The County Council’s “Commissioning Strategy for Services for Older People 2005 to 2008 sets out 3 broad overarching commissioning priorities for older people – older people with mental health challenge, home based support and intermediate care and extra care sheltered housing.
- “Strategy for Older People with Mental Health Needs” explores the range of services which should be developed to support people.
- “Home Improvement Agencies’ Development Plan” for the county sets out how to extend HIA coverage countywide, following a successful bid for Government funding to achieve this.
- “Worcestershire Affordable Warmth Strategy”, which is a joint strategy between WCC, districts and other partners to address fuel poverty.
- NSF Older People Local Implementation Plans, which address housing based models of care as an additional strand to the 8 standards.
- Joint work with Pensions Service on older people’s take up of benefits
- Transport partnerships which link to the local LSPs, in particular the Bus Quality partnerships in Redditch, Malvern Hills, Worcester and Wyre Forest, which have been successful in attracting significant investment from the Government’s Urban Bus Challenge and Rural Bus Challenge. Recently a Joint Integrated Transport Member Forum has been established, supported by officers at senior levels to take forward improvements in public transport. (Transport is one of the highest priorities for older people).
- Prevention Strategy and Grant Programmes and Day Care Review, which have involved district councils, providers and other partners.
- Older People’s Forums across the County, and the support to these as a mechanism for involving older people from all the authorities, health and other partners.
- Housing Investment Programme (HIP)
- ICES Strategy (under development)
- Better Care Higher Standards Charter
- Carers Commissioning Strategy
- Local Area Agreements – developing safer and stronger communities (Worcestershire’s bid to DH for funding through the Partnerships for Older People Projects

v. Demographic Information

65+ Population by locality

The tables below show details of the over 65 population by locality and the estimated changes between 2001 and 2011. It highlights the different rates of change in each locality. It is however important to note that there are varying rates of change anticipated within localities.

- Between 2001 and 2011 the largest estimated growth as a proportion of total population is in Wyre Forest, where older people will increase by 5.26% (from 16.68% to 21.94% of total population).
- The smallest proportional growth is Worcester City of 1.04% (from 14.36% to 15.4%).
- Malvern Hills will continue to have the largest over-65 population proportionally (from 20.93% to 24.31%).
- Redditch will continue to have the smallest over-65 population (from 12.27% to 14.64%).

However, even within these variations, the common theme is the growth of the older populations, with the consequent need to plan services to meet changing needs.

Figure 1

Bromsgrove and Redditch Locality				
Age Group	2001	2005	2008	2011
65-74	13,313	13,585	13,819	15,326
75-84	8,610	9,141	9,484	9,645
85+	2,941	3,273	3,636	3,804
Total 65+	24,864	25,999	26,939	28,775
Total all ages	166,707	169,604	168,766	167,162
OP as % of total population	14.9%	15.3%	15.9%	17.2%

Figure 2

South Worcestershire Locality				
Age Group	2001	2005	2008	2011
65-74	25,191	26,726	28,207	31,080
75-84	17,273	17,816	17,670	17,955
85+	5,940	6,444	7,282	7,683
Total 65+	48,404	50,986	53,159	56,718
Total all ages	278,643	283,415	284,462	283,753
<i>OP as % of total population</i>	<i>17.4%</i>	<i>18%</i>	<i>18.7%</i>	<i>20%</i>

Figure 3

Wyre Forest Locality				
Age Group	2001	2005	2008	2011
65-74	8,486	9,522	10,707	12,586
75-84	5,692	5,814	5,854	6,031
85+	1,981	2,062	2,206	2,313
Total 65+	16,159	17,398	18,767	20,930
Total all ages	96,888	97,477	96,671	95,385
<i>OP as % of total population</i>	<i>16.7%</i>	<i>17.8%</i>	<i>19.4%</i>	<i>21.9%</i>

Older People from Black and Minority Ethnic (BME) Communities

Ethnicity	% Population aged 65+
White	99.42%
Mixed	0.10%
Asian or Asian British	0.24%
Black or Black British	0.15%
Chinese or other ethnic group	0.09%
Total	100%

There are differences between district council areas, for example in Redditch black and ethnic minority groups make up 5.2% of the population compared with 1.2% in Wychavon. The position by locality based upon 2001 census data is as shown in the following table:

Locality	White over 65	BEM over 65	%BEM
Wyre Forest	16,032	69	0.43%
Bromsgrove and Redditch	24,551	228	0.92%
South Worcestershire	48,047	198	0.41%
County	88,630	495	0.56%

The largest minority group in Worcestershire is Pakistani. However nationally the largest minority group is Indian. Nationally, Asian people over 65 are the most likely to have a limiting long-term illness, with a higher percentage than the general population. Although numbers are small, this situation appears to be mirrored in Worcestershire.

Older People with Mental Health Needs

The prevalence of **dementia** increases with age so that over 1 in 5 people aged 85 or over will suffer from this. By 2008, the number of older people with dementia is estimated to increase by 8.7% in Worcestershire which reflects the projected ageing of the population.

Estimated number of older people with dementia in Worcestershire in 2005

Age group	Men	Women	Total
65-69	192	206	397
70-74	338	264	602
75-79	459	746	1205
80-84	581	1255	1836
85+	706	2283	2988
Total	2276	4752	7028

Source: 2003 based ONS sub-national population projections and MRC CFAS trial

There is a large variation in the reported prevalence of depressive illness in different studies. Around 10 to 15% of older people in the community experience symptoms of depression at any given time. Depressive illness is more common in women than men. It can severely affect the quality of life and may adversely affect physical health.

Based on a population of 90,000 people aged over 65 in Worcestershire and using the results from one study, the following table shows the estimated prevalence of depressive illness in the older population of Worcestershire.

Diagnosis	%	Estimated number in Worcestershire
Major depression	1.8	1620
Minor depression	9.8	8820
Depressive syndrome	13.5	12150

The prevalence of depressive symptoms amongst older people is high amongst general hospital in-patients than in the community. One review found that 5-58% of in-patients suffered from depressive illness. The prevalence of depressive illness is also high in residential and nursing homes for older people. A review of 36 studies found prevalence rates of 43.9% for depressive symptoms, 25.7% for minor depression and 15.5% for major depression in this setting.

In terms of **other functional illnesses**, the following table summarises current estimated numbers broken down by types of condition:

Type of condition	Numbers of people based on estimated numbers of people aged 65+ in Worcestershire
Psychosis	900 - 1800
General Anxiety	3600
Phobias	9000
Heavy dependence on alcohol	900 -3150
Heavy drinkers	3150
Suicide (male)	13.5 p.a. per 100,000 population
Suicide (female)	5.8 p.a. per 100,000 population

Older People with Learning Disabilities

People with Learning Disabilities in Worcestershire Shown on Service Planning Index Aged 50 Years and Over	
AGE RANGE	Total
50 - 59 Years	299
60 - 64 Years	83
65 - 69 Years	59
70 - 79 Years	56
80 - 89 Years	13
90+ Years	2
Grand Total	512

TYPE OF RESIDENCE	50 - 59 Years	60 - 64 Years	65 - 69 Years	70 - 79 Years	80 - 89 Years	90+ Years	Grand Total
	Adult Placement	29	10	8	6	0	
Adult Registered Care Home	97	24	16	19	2	0	158
Family Home	70	12	11	4	1	0	98
Health	4	4	1	1	0	0	10
Home For Older People	0	0	0	5	3	0	8
Home For People With Learning Disabilities	10	5	0	1	2	0	18
Hospital	4	1	0	0	0	0	5
Ordinary House	28	6	5	3	2	0	44
Ordinary House (Supported)	27	14	10	8	1	0	60
Other	3	0	1	2	0	0	6
Other Lodgings	2	2	0	1	0	0	5
Reg Nursing Home	25	5	7	6	2	1	46
Grand Total	299	83	59	56	13	2	512

vi. Glossary

Acute Care	Hospital-based or emergency health services- sometimes referred to as secondary care. 'Acute' relates to the care being short-term
Assessment	A process whereby the needs of an individual are identified and their impact on daily living and quality of life is evaluated
Affordable Housing	Subsidised housing provided by an organisation allocating on the basis of need. Dwellings normally made available for rent but may also include subsidised home ownership, such as shared ownership, where a Registered Social Landlord (or LA) retains an interest
Choose and Book	This is a new service where patients are able to choose their hospital or clinic and book an appointment at a suitable time for them
Clinicians	Qualified healthcare professionals, including doctors, nurses, and the allied health professions e.g. dieticians, podiatrists, (chiropractors), occupational therapists, physiotherapists, and speech and language therapists
Commissioning	The process of specifying, securing and monitoring services to meet identified needs. Commissioning is more commonly used to describe the strategic, long-term process by which this takes place as opposed to the short term, operational purchasing process
Councils	Councils are directly elected local bodies that have a duty to promote the economic, social and environmental well-being of their areas. They do this individually and in partnership with other agencies, by commissioning and providing a wide range of local services
Decent homes standard	The government's target to ensure that all social housing meets a basic standard by 2010
Disabled Facilities Grant	A grant from the Council to provide specialist adaptations for disabled people
Independent sector	Includes both private and voluntary organisations
Long Term Conditions	Illnesses that lasts longer than a year, usually degenerative, causing limitations to one's physical, mental and/or social well-being. Long Term Conditions includes Diabetes, COPD, Asthma, Arthritis, Epilepsy and Mental Health
Multidisciplinary	Multidisciplinary refers to when professionals from different disciplines - such as social work, nursing, occupational therapy, work together

Practice Based Commissioning	General Practitioners will undertake the purchasing and planning of health services. It increases the role and influence of GPs in the delivery of care to patients
Primary care	Services provided by family doctors, dentists, pharmacists, optometrists and ophthalmic medical practitioners together with district nurses and health visitors, with administrative support. Primary care teams are now grouped within Primary Care Trusts, which have responsibility for commissioning specialist services as well as for providing primary care, working closely with Social Services
Protocol	A plan detailing the steps that will be taken in the care or treatment of an individual
Providers	Organisations, or designated parts of organisations, that provide health or social care services
Rapid response	A service designed to prevent avoidable acute admissions by providing rapid assessment/diagnosis for older people referred from GPs, A&E, NHS Direct or social services and (if necessary) rapid access on a 24-hour basis to short-term nursing/therapy support and personal care in the patient's own home, together with appropriate contributions from community equipment services and/or housing-based support services
Registered Social Landlord	A non-profit making organisation providing homes for those in housing need
Rehabilitation	A programme of therapy and reablement designed to restore independence and reduce disability
Service user	A person who is receiving health and/or social care services
Social care	Social care is provided by statutory and independent organisations and describes a wide spectrum of activities that support and help people live their daily lives. It can include: intimate personal care, managing finances, adapting housing conditions, and help attending leisure pursuits
Social inclusion	Ensuring that no-one is disadvantaged from accessing services due to their personal circumstances
Whole systems approach	Integrated way of working based on the belief that large multi-agency systems of care can be best improved if the process of change involves staff from all levels of all organisations and, crucially, also the individuals and carers involved

vii. Public Consultation Responses

The responses outlined below are taken from completed consultation questionnaires. The questionnaire asked respondents to agree or disagree with the strategic aim and to make any comments that they wished.

The majority of responses from the public consultation were extremely positive and responses gave praise that the strategy promotes choice and contains wonderful ideas and aims for the older population of Worcestershire.

	Agree	Disagree	No Response / undecided
Level of Inclusion 1 – Citizenship, inclusion, active ageing			
Accessible Housing and Lifetime Homes	24		1
Information and Advice Services	24		1
Advocacy Services	23		2
Financial Assessments and take up	23		2
NHS Direct	14	3	8
Direct Payments	16	4	5
Community Safety	25		
Affordable warmth/fuel poverty	23		2
Transport	25		
Exercise	22	1	2
Learning, Ageing Well / Healthy Ageing Schemes	22		3
Volunteering and Timebanks	20	1	4
Befriending and Volunteer Visiting Schemes	24		1
Level of Inclusion 2 – Prevention / minimum intervention			
Community Equipment Service	25		
Community Alarms	22		3
Telecare	16	4	5
Adaptations	24		1
Home Improvement Agencies/ Care & Repair Schemes	24		1
Handyperson/ Gardening Schemes	24	1	
Floating Support	16	6	3
Community Wardens	9	10	6
Domestic Support	24	1	
Shopping	25		
Community Meals	19	2	4
Lunch Clubs	25		
Social Clubs	24		1
Falls Prevention	25		
Expert Patient Programmes	23	1	1
Short Breaks (in the community and in care homes)	23		2
Level of Inclusion 3 – Short term community-based support			
Domiciliary Care/Night Care	18	1	6
Community Health Services	24		1
Intermediate care	24		1
Level of Inclusion 4 – Long term community-based support			
Sheltered and Very Sheltered Housing	23		2

Extra Care Housing	22	1	2
Adult Placements	18	2	5
Homeshare	15	2	8
Equity Release	15	3	5
Domiciliary Care/Night Support	20	1	4
Day Opportunities	24		1
Level of Inclusion 5 – Care homes and hospital care			
Care Homes and Care Homes with Nursing	25		
Acute, Community Hospital & Continuing Health Care	24		1
Working in Partnership with other Agencies			
Single Assessment Process	23	1	1
Creating Balanced Communities	21	1	3
Social Inclusion			
Older People from BME Communities	24		1
Older People with Mental Health Problems	22		3
Older People with Learning Disabilities	22		3
Homelessness	25		1
Older People Living in Rural Areas	23	1	1
Carers	24		1

BROMSGROVE DISTRICT COUNCIL

EXECUTIVE CABINET

6th SEPTEMBER 2006

A STRATEGY FOR DE-COMMISSIONING COUNCIL OWNED HOSTELS PROVIDING TEMPORARY ACCOMMODATION FOR PERSONS EXPERIENCING HOMELESSNESS

Responsible Portfolio Holder	Cllr Peter Whittaker
Responsible Head of Service	David Hammond

1. SUMMARY

- 1.1 The Council has a statutory duty to persons experiencing homelessness including the provision of temporary accommodation whilst a homeless application is being assessed or pending the allocation of permanent accommodation where a full duty to a client is accepted.
- 1.2 Since the early 1980's, this Council has fulfilled its duty in respect of the provision of temporary accommodation primarily through the provision of hostel type accommodation with shared facilities. During periods when homelessness has peaked the supply of temporary accommodation has had to be supplemented by the use of B&B, sometimes outside of the District.
- 1.3 In response to the government's national aim to eradicate the use of B&B and halve the use of temporary accommodation by 2010 this Council has, in partnership with other organisations developed a number of homelessness prevention schemes to take the pressure off the hostels. The Council has also built up a pool of self contained flats and houses to provide a more suitable form of temporary accommodation.
- 1.4 Unfortunately, this action has supplemented rather than replaced the use of hostel accommodation and the Council's four hostels have continued to experience high levels of occupancy.
- 1.5 Both the voluntary inspection carried out by the Housing Quality Network (HQN) in Autumn 2005 and the inspection of Strategic Housing Services by the Audit Commission in March 2006 were highly critical of the quality and use of hostel type temporary accommodation and consider that vulnerable people and families are being housed for long periods in inadequate and unsuitable accommodation.
- 1.6 This report brings forward for Member consideration, a proposed strategy for the phased de-commissioning of the Council's four hostels and their partial replacement with better quality self contained units of temporary accommodation.
- 1.7 The report identifies that partnership working with BDHT, further work to prevent homelessness and improving access to privately rented accommodation is key to the overall success of the project.

2. **RECOMMENDATION**

- 2.1 **That the Council commit to working in partnership with BDHT on the de-commissioning of Council owned hostels.**
- 2.2 **That Members approve the strategy in principle on the basis of either option a) or b) as detailed in Sect 6.4 of the report, subject to further consideration of detailed financial and design proposals.**
- 2.3 **That any abortive design and plan preparation costs (commissioned following the in principle approval of the strategy) experienced by BDHT be met by the Council.**
- 2.4 **That the potential asset value of the land and buildings associated with de-commissioning of the hostels be re-invested into the re-modelling scheme.**

3. **BACKGROUND**

- 3.1 **Homelessness** - Whilst homelessness is a significant problem in the District, few people are actually roofless and rough sleeping is minimal. However, a larger number of people are at risk of losing their home or have no permanent accommodation.

This Authority experienced a steep increase of 57% in the number of households accepted as homeless and in priority need over the period 1998 – 2003. The trend started to level off during 2003/04 and reduced significantly by 41% during 2004/05 to 141 households by the end of March 2005. The preventative measures introduced through the Homelessness Strategy have partly contributed to this reduction but homelessness in 2005/6 again increased by 25% to 175.

The major causes of homelessness in the District continue to be family breakdown and eviction from the parental home.

The homelessness legislation (Part 7 of the Housing Act 1996) places a general duty on housing authorities to assist individuals and families who are homeless or threatened with homelessness and apply for help.

Since 1977, the Council has a duty to provide accommodation for households who face homelessness through no fault of their own if they are eligible and in priority need (have children or are considered vulnerable). Whilst increasingly, some applicants are helped to stay in their existing home through preventative measures, others have to be re-settled straight away or placed in temporary accommodation until a settled home becomes available.

- 3.2 **Temporary Accommodation and the Use of hostels** - Since the early 1980's, this Council has fulfilled its duty in respect of the provision of temporary accommodation, primarily through the provision of hostel type accommodation

with shared facilities. During periods when homelessness has peaked the supply of temporary accommodation has had to be supplemented by the use of B&B, sometimes outside of the District. During the 1980's and 1990's the Council purchased and refurbished three pairs of police houses and converted them to hostels at Sidemoor, Rubery and Wythall and also converted the former Principal's house on the North Worcestershire College site to provide a fourth facility in Burcot Lane.

- 3.3 Since LSVT took place in 2004, the hostels have remained in the ownership of the Council and continued to provide temporary accommodation being managed by BDHT under a service level agreement.
- 3.4 Although the Council has a good record for very low use of Bed and Breakfast accommodation, the limited supply of new affordable housing, a slowing down in the supply of RSL voids and diminishing stocks as a result of the Right to Buy delay the speed at which we can re-house applicants. As a result the length of occupancy and number of clients residing in temporary accommodation is increasing.

4.0 WHY THERE IS A NEED TO DE-COMMISSIONING THE HOSTELS

- 4.1 It has been recognised for some years that the hostels have become an outdated method of meeting the Council's duty and that a better form of temporary accommodation is required. The Council's new Housing Strategy 2006 – 2011 identifies Homelessness as a priority and set an action to systematically replace temporary hostel accommodation with self contained homes dispersed in the community.
- 4.2 Whilst the hostels have served their purpose by avoiding the use of less appropriate B&B accommodation and out of district placements, they do present a management problem when more hard to manage client groups are housed. In housing of this nature with shared facilities, it is difficult to identify responsibility for damage and misuse of premises and annoyance and nuisance when residents are not solely responsible for an identifiable self contained unit.
- 4.3 Over the years, the priority category of clients to whom local housing authorities owe a duty has increased, now ranging from 16 & 17 year olds through to older and vulnerable people. Difficulties often arise in respect of the incompatibility of some of the client groups when housed in hostel accommodation with shared facilities.
- 4.4 Since 2002, in response to the government's national aim to eradicate the use of B&B and halve the use of temporary accommodation by 2010, this Council has, in partnership with other organisations developed a number of homelessness prevention schemes to reduce homelessness and take the pressure off the need for temporary accommodation and the use of hostels.
- 4.5 In partnership with West Mercia Housing Association and more recently BDHT, the Council has enabled better options for clients requiring temporary accommodation by grant funded the provision of a pool (now totalling 21 units) of self contained flats and houses to provide a more suitable form of temporary accommodation. Unfortunately, whilst improving the service to the customer, this action has supplemented rather than replaced the use of hostel accommodation and the Council's four hostels have continued to experience high levels of occupancy.

- 4.6 Both the voluntary inspection carried out by the Housing Quality Network (HQN) in Autumn 2005 and the inspection of Strategic Housing Services by the Audit Commission in March 2006 were highly critical of the quality and use of hostel type temporary accommodation and consider that vulnerable people and families are being housed for long periods in inadequate and unsuitable accommodation.
- 4.7 Recent customer feedback from a satisfaction survey indicates significant levels of dissatisfaction with hostel accommodation by clients temporarily housed.
- 4.8 Whilst hostel provision is a financially favourable option to the use of B&B, the hostel buildings require constant repair and upgrading having been more intensively occupied over the years than was originally designed for and reflected by increasing repair costs.

5.0 DEVELOPING A STRATEGY FOR HOSTEL DE-COMMISSIONING

5.1 Whilst it is important that a strategy is put in place for the urgent de-commissioning of the hostels, it is equally important that it this is carried out in a way that:

- Maintains a sufficient supply of alternative forms of temporary accommodation to ensure that the Council can continue to fulfil its legal duty to the homeless.
- Does not impact upon customer care by unreasonably placing clients in accommodation that is remote from their contacts and support structures.
- Does not necessitate a resort to increased use of Bed and Breakfast accommodation, increased costs to the Council and inconvenience to customer as a result of out of district B&B placements.
- Does not impact on the Council's good performance in the zero use of B&B for families (BV183a)
- Does not discourage applicants from pursuing the housing waiting list route to being allocated affordable housing.

5.2 The strategy for de-commissioning of the hostels is therefore fundamentally linked in with the Council's overall strategy for 'Addressing Homelessness' as our ability to succeed in de-commissioning the hostels is dependent upon:

- Reducing homelessness (and repeat homelessness) through preventative measures, early intervention and good quality housing advice.
- Increasing the supply of permanent accommodation to speed up 'move on.'
- Improving the support and type of temporary accommodation offered whilst people await a more settled home.
- Increased access to privately rented housing for the homeless.

5.3 It is therefore important that the strategy adopted is a strategy that is a partnership approach and fully supported by other agencies involved in the assessment, prevention and support services to the homeless.

These agencies are primarily Bromsgrove District Housing Trust (BDHT), Bromsgrove & District CAB and Baseline Support Service all of whom are committed to the aim of de-commissioning the hostels.

- 5.4 In September 2005, the Executive Cabinet recommended approval of £1m capital funding to BDHT towards the re-modelling of a sheltered housing scheme to Extra Care standard on the basis of a commitment by BDHT to work in strategic partnership with the Council to provide alternative temporary accommodation and potentially release capital assets.

In recognition of this, BDHT has already demonstrated support of the proposals to de-commission hostels by:

- ❖ Entering into lengthy officer consideration of proposals.
- ❖ Working with Council grant to provide 14 units of dispersed, self contained temporary housing.
- ❖ Purchasing a dwelling to meet the specific needs of a large family to enable rehousing from hostel accommodation.
- ❖ Reviewing and strengthening their procedures to ensure that the processing of homeless applications and allocation of temporary accommodation is not placing unnecessary pressure on the use of temporary accommodation.
- ❖ Working supportively with the Council in reviewing and strengthening homelessness preventative measures.
- ❖ Developing in partnership with Supporting People and BDC a new Homelessness Support and Preventative Service scheduled to come into service in November this year.

It is important that members understand that this strategy now fully utilises the asset value of the hostels to achieving the aim of remodelling to a better standard of accommodation. The scheme proposes that any capital receipt achievable from the sale of Wythall hostel will be re-cycled into the improvement of Sidemoor and Rubery hostels which will both be transferred into the ownership of BDHT. The scheme proposes that Burcot hostel remains in its current operation until this first phase of the scheme is completed.

Whilst the Housing Act 2002 and the Housing Corporation's Regulatory Code and guidance requires the reasonable cooperation of RSL's in assisting local authorities to discharge their duties to the homeless, the success of de-commissioning hostels with the minimum of adverse impact does depend greatly upon the ongoing close co-operation of BDHT.

6.0 **THE PROPOSED STRATEGY**

6.1 The proposed way forward is as follows:

- 6.2 To work in partnership with BDHT for the following reasons:
- BDHT is the Council's largest social landlord that is committed to developing affordable housing locally.
 - BDHT are the organisation providing the homelessness service to the Council which is fundamentally linked to the success of the proposals as set out at 5.2 above and the careful management of demand from homeless applicants.

- The new homelessness support service being developed by BDHT commencing in November will assist the proposals.
- BDHT manages and allocates accommodation within the hostels under an SLA, which will require some flexible adjustment to accommodate the phased de-commissioning of the hostels.
- BDHT is committed to the proposals and has already provided additional self contained supplementary temporary accommodation to assist the de-commissioning of hostels.
- BDHT are the major provider of affordable housing to homeless clients (to whom the Council has a statutory duty) moving them on from temporary to settled accommodation.

6.3 Three of the four hostels have been identified for de-commissioning, these are:

Holly Lodge (Sidemoor)	7 Rooms
Rubery Lodge	10 Rooms
Wythall Lodge	10 Rooms

6.4 As a first step, it is proposed that that Wythall Lodge hostel be de-commissioned and:

Either

- a) Be sold on the open market as two separate 3 bedroom houses or as a potential site for the re-development of new open market housing. This would be contrary to SPG 10 and subject to the consideration of the Planning Committee as a change of use from the existing use would be required. A consideration would be that the capital receipt would be utilised to enable the greater benefit of providing self contained units of affordable accommodation on the Sidemoor and Rubery sites. It is estimated that the Wythall site would raise in excess of £450,000. Whilst the capital receipt would be subject to capital pooling regulations, an exception is allowed provided that the receipt is ring fenced for re-investment in the provision of affordable housing. The proposal is for this to be the case.

Or

- b) The Wythall site be gifted or sold at below market value to BDHT or another partner RSL for the provision of affordable housing. This could be a mix of permanent and temporary accommodation. If Members choose this option it would be necessary to supplement the lost or reduced capital receipt with a capital contribution from Council reserves sufficient to match the receipt that could otherwise be expected under option a)

Option a) has the advantage of generating a potential capital receipt of over £400,000 to invest in re-modelling the remaining hostels at Sidemoor and Rubery. The disadvantage of option a) is that it leaves Wythall depleted of temporary accommodation for people becoming homeless in the area and increases the risk of having to use B&B.

Option b) has the advantage of maximising the use of the Wythall site for the provision of affordable housing and could enable some temporary units to be provided on the site. The disadvantage is that option b0 does not generate a capital receipt to re invest in remodelling the Rubery and Sidemoor hostels and would require the Council to supplement the loss from capital reserves.

- 6.5 BDHT are currently instigating investigative work to assess the potential of Holly Lodge and Rubery Lodge for conversion and extension to self contained one bedroom flats specifically designed as temporary accommodation for allocation on short term agreements to persons owed a duty by the Council. The objective is to provide a good standard of temporary accommodation that is self contained overcoming the management difficulties of supervising shared facilities.
- 6.6 Subject to the development of suitable plans, it is proposed that the sites at Sidemoor and Rubery be conveyed to BDHT at zero or a reduced value sufficient to enable re-modelling into self contained flats.
- 6.7 An application would be made by BDHT to the Housing Corporation for development funding to re-model the Sidemoor and Rubery sites based upon a joint commissioning approach whereby the Council would be contributing the sites and subject to financial appraisal contribute a proportion towards the development costs from the capital receipt gained from the sale of Wythall hostel.
- 6.8 It is proposed that consideration of the Council's fourth hostel, Burcot Lodge be deferred pending the successful de-commissioning of Wythall, Rubery and Sidemoor hostels. Proposals for a Foyer type scheme with a high level of supervision are being considered for North Worcestershire which subject to revenue funding being approved by Supporting People could provide a specialised service for younger homeless people. It is a possibility that as a future option, Burcot Hostel could be linked as a satellite of such a scheme and any surplus funding remaining from the sale of Wythall Hostel be utilised to assist in the capital works necessary.

7.0 RISK MANAGEMENT CONSIDERATIONS - POTENTIAL EFFECTS AND RISKS OF THE PROPOSALS

- 7.1 The proposals present a number of potential risks to the Council both during the de-commissioning process (whilst there will be potential loss of up to two hostels being out of commission) and also following re-modelling when the total number of hostel places is not likely to be equally matched by newly remodelled / developed flats. The potential risks therefore are:
- Inability to meet the statutory duty to provide temporary accommodation in the district thus necessitating placement in B&B accommodation outside of the District.
 - Increased B&B costs.
 - Weakened performance against BV 183a (number of families placed in B&B) which is currently zero.
 - Increased difficulties in finding temporary accommodation for problematic households unacceptable to B&B establishments.

8.0 **PROPOSALS TO MINIMISE RISK**

- 8.1 To minimise the risks set out at 7.1 above and to reduce the impact upon the customers as a result of loosing a hostel facility in Wythall, the following proposals would need to be supported by the Council:
- 8.2 BDHT would be asked to convert two flatlets (former sheltered housing warden office accommodation) into temporary accommodation for homeless in Wythall. The Council would need to allocate sufficient local authority grant from the approved Housing Capital Programme to enable conversion works to take place.
- 8.3 The revenue budget for B&B be extended to accommodate a higher use of B&B for non Family category applicants (possibly supported in the short term by the interest gained on the capital receipt from the sale of Wythall Hostel)
- 8.4 Revenue funding of a Rent Deposit Scheme for persons over 25 years of age (£10,000pa) and a Spend To Save Scheme (Min £5,000pa) to assist in reducing homelessness. Both proposals are recommended by the Government's Homelessness Directorate who are offering £15,000 match funding to develop further preventative measures that would reduce the use of temporary accommodation.
- 8.5 Revenue support to the development of a pilot Private Leasing Scheme with the aim of leasing privately owned accommodation for re-letting as affordable housing to homeless clients. Funding is likely to be required to both bridge the gap between the level of Housing Benefit available and the rent and management costs involved in acquiring the longer term leases from the property owners.
- 8.6 Support for an increased level of early intervention homeless prevention work to avert the need to provide temporary accommodation in the first place and support work to clients in temporary accommodation to encourage them to pursue alternative housing options, other than just waiting for social housing to be allocated.

9.0 **Financial Implications**

- 9.1 The financial implications of the re-modeling of the hostels is subject to detailed analysis work upon design and remodelling costs.
- 9.2 The financial implications associated with approval of this strategy on the basis of Option a) in 6.4 above involves the commitment of the capital receipt from Wythall hostel being re cycled into the scheme as development grant and the asset value of Sidemoor and Rubery hostels being transferred to BDHT.
- 9.3 The financial implications associated with approval of this strategy on the basis of Option b) in 6.4 above involves a commitment to taking a reduced or nil capital receipt from Wythall hostel being transferred to an RSL for the development of affordable housing, the proceeds being re cycled into the scheme as development grant and the asset value of Sidemoor and Rubery hostels being transferred to BDHT. Furthermore, approval of Option b) requires the reduced or zero capital receipt to be supplemented by a capital allocation from Council reserves of up to £450,000.

- 9.4 Members should be aware that the asset value of the hostels was identified as a potential source of income that could fully or partially offset the £1m grant to BDHT approved in September 2005 as a local authority grant contribution towards the proposed £5.9m development of Extra Care housing at Charford.
- 9.5 The longer term potential financial risks (revenue implications) associated with de-commissioning the hostels as a source of temporary accommodation to meet the Council's legal duties to the homeless are outlined in 7.1 of the report.
- 9.6 BDHT also carry financial risks in working in partnership with the Council on this scheme. BDHT has already committed officer resources to the scheme. Therefore before committing further to investing in the scheme the BDHT board will seek commitment from the Council in terms of covering any abortive design and plan preparation costs, in the event of the scheme being unable to proceed. Accordingly recommendation 2.3 above suggests that Members approve meeting the cost of abortive costs relating to work commissioned following the in principle approval of the strategy.

10.0 Legal Implications

- 10.1 The Homelessness legislation (Part 7 of the Housing Act 1996) places a general duty on housing authorities requiring them to assist individuals and families who are homeless or threatened with homelessness and apply for help. The legislation also places a general duty on housing authorities to ensure that advice and information about homelessness and preventing homelessness is available to everyone in their district free of charge.
- 10.2 The Homelessness Act 2002 and the Homelessness(Priority Need for Accommodation)(England) Order 2002 amended the previous legislation to ensure that a more strategic approach to tackling and preventing homelessness is taken. It also extended the priority need category of clients to include homeless 16 and 17 year olds, care leavers aged 18,19 and 20; people who are vulnerable as a result of time spent in care, the armed forces, prison or custody, and people who have fled their home because of violence.
- 10.3 Failure to maintain an appropriate supply of temporary accommodation would impact upon the Council's ability to respond to the statutory duties place upon it.

Background Papers

Audit Commission Inspection Report upon Strategic Housing Services.

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BROMSGROVE DISTRICT COUNCIL

EXECUTIVE CABINET

6th SEPTEMBER 2006

DEVELOPMENT OF A SUB REGIONAL CHOICE BASED LETTINGS SCHEME

Responsible Portfolio Holder	Cllr Peter Whittaker
Responsible Head of Service	David Hammond

1. SUMMARY

- 1.1 The report sets out the Government plans for taking forward its choice-based lettings policy for the allocation of social housing which it aims to have in place nationwide by 2010.
- 1.2 The report advises of the work being carried out by a sub regional officer steering group in developing a cross authority Choice Based Lettings Scheme for the South Housing Market Area (Worcestershire, Stratford and Warwick) and formulating a bid to the DCLG for financial support towards its implementation.
- 1.3 The report seeks 'in principle' member support for the sub regional submission of a bid to the DCLG

2. RECOMMENDATION

- 2.1 **That the Government plans for taking forward its Choice-Based Lettings policy for the allocation of social housing be noted.**
- 2.2 **That 'in principle' the sub regional submission of a bid to the DCLG on the basis set out in the report be supported, subject to the views of the Head of e-Government being sought in respect of the potential for the Council's Spatial Project being able to provide a full IT service to the scheme for the districts within the South Housing Market Area.**

3. BACKGROUND

- 3.1 **'Choice Based Lettings'** is a Government lead new method of allocating social housing that is designed to replace the conventional points driven housing waiting list approach. The aim of the new approach is to offer people more choice and control over where they live with the objective of creating more settled and sustainable communities.

- 3.2 A Choice Based Lettings (CBL) Scheme allows people to apply for vacancies which are advertised (e.g. in the press or through an interactive website). Unlike the conventional method where RSL / Council officers choose tenants from the waiting list for vacant dwellings, under a CBL scheme applicants can see the full range of available properties and can apply for any home to which they are matched (e.g. A single person would not be eligible for a 3 bed house). Priority is given to those with urgent needs, but where possible, properties are allocated on the basis of who has been waiting the longest. The successful bidder is the one with the highest priority under the scheme. CBL schemes were designed primarily for the allocation of social housing (rented and shared ownership/low cost), but more recently schemes include the availability of privately rented accommodation to promote further choice and to help supplement the availability of social units. Research shows that social housing customers welcome the choice, control and transparency of CBL.
- 3.3 "Homes for All", the Government's 5-year housing plan, set out the Government's plans for taking forward its choice-based lettings (CBL) policy. The aim is to have in place nationwide choice by 2010. "Homes for All" also made clear that the Government is keen that choice-based lettings systems should operate sub-regionally or regionally, recognising that housing markets do not follow local authority boundaries.
- 3.4 The DCLG is therefore committed to ensuring that social housing tenants have more choice and control over where they live. They want to see CBL schemes developed which span local authority boundaries and which bring together all social landlords in an area to offer the widest possible housing choices for tenants and landlords.
- 3.5 The DCLG has set targets for the introduction of Choice Based Lettings. By 2010 all local authorities will have to have adopted a choice based lettings system.
- 3.6 This Council's new Housing Strategy 2006 – 2011 contains an action to '*consider implementation of Choice Based Lettings at a local or South Housing Market Area level by 2010*' The target for this action to be carried out is September 2006.

4.0 **PROPOSED BID SUBMISSION FOR GOVERNMENT FUNDING FROM THE SOUTH HOUSING MARKET AREA PARTNERSHIP**

- 4.1 The DCLG has written to all local authority CEOs advising that they are making money available to assist in the implementation of CBL schemes this year by means of a bidding process. In selecting bids for support, the Government is keen to assist the development of new sub-regional and regional CBL schemes. The letter encourages local authorities to take a partnership approach which brings together all stakeholders in the scheme area to develop and deliver choice-based approaches. Bids will be initially evaluated by each relevant Government Office. A shortlist will be drawn up by a panel made up of representatives from DCLG and the Housing Corporation, together with one Government Office representative. Ministers will take the final decision on which schemes to support. It is hoped to announce the winning bids by the end of November.

- 4.2 In response to this, the South Housing Market Area Partnership (Worcestershire, Stratford and Warwick housing authorities and partner RSL's) has set up a project steering group following a CBL Consultation Event held here at Bromsgrove DC on the 6th June. In accordance with the DCLG guidance, the group is developing a SHMA sub regional bid to provide substantial funding towards a cross boundary scheme.
- 4.3 There are many benefits to be gained from a sub-regional scheme including; a simpler and more transparent process for the customer and staff administering the scheme, more choice options for the customer, cost effective economies of scale and improved strategic planning for the districts and the sub region.
- 4.4 This report asks Members for their 'in principle' support to the submission of a sub regional CBL bid and forewarns Members of the likely need for some LA funding via the revenue setting process this Autumn.

5.0 OUTLINE DETAILS OF THE PROPOSED SCHEME

5.1 key objectives of the scheme

- To provide a sub-regional choice based lettings scheme across the 8 L.A's, providing consistency in the home seeking process cross authority
- To enable home seekers to be empowered to make their own choices about where they want to live
- To ensure the scheme is accessible by all those in housing need, particularly the more vulnerable
- To make the process simpler, more transparent, fair and easy to use with only one registration for access to the whole sub-region
- To support mobility within the sub-region particularly where local connections are evidenced, in line with the regional Housing Strategy
- To enable applicants to make realistic choices about their housing options with social rented, intermediate and private housing all available via the CBL scheme
- To prevent and reduce the placement of homeless households in temporary accommodation by giving people realistic choices
- Improve the mix and sustainability of local communities

5.2 Currently two authorities in the South Housing Market Area operate a CBL system (Wychavon and Warwick). For both schemes the process starts with an applicant registering for the scheme. Properties are advertised showing a photograph, details of the property and any eligibility criteria. Currently properties include socially rented and shared ownership. Both schemes use a range of advertising routes such as internet / Council offices / Town and Parish Council offices / one stop shops & libraries/ telephone. Warwick also advertises in the local newspaper and Wychavon in RSL offices and local supermarkets.

5.3 Properties are advertised on a bidding cycle which for Warwick is fortnightly and Wychavon is weekly. Home seekers can bid for properties via the internet /

integrated telephony and in Wychavon by text messaging. Vulnerable people are assisted to bid by local support agencies or housing officers. There is a cap on the number of properties an applicant can bid for within any cycle – Warwick limit to 5 bids and Wychavon to 2 bids but with the ability to check their position and to change bids at anytime.

- 5.4 Both schemes operate on bandings – the Warwick scheme is based upon two bands according to need; within each band, points are applied. Band 1 (highest needs) applicants are considered in date order and in Band 2 (lower needs) considered in points priority – the Wychavon scheme operates on three bands according to need and within bands priority is given based on the time registered. The band and date of successful applicants are published to help applicants make informed choices about their housing options
- 5.5 Within the sub-region, 6 of the 8 Local Authorities (L.A.s) have transferred their stock to Registered Social Landlords. Many of the RSLs have stock across a number of the 8 L.A.s as well as other sub-regional areas. It is anticipated that the sub-regional scheme will involve approximately 75 – 100% of the RSL and LA stock. Properties advertised will be socially rented, shared ownership properties and other low cost home ownership. It is anticipated that local private landlords will work with us to advertise their vacancies. This may start on a fairly small scale but will increase with time.
- 5.6 **Greater choice to applicants** - The sub-regional CBL scheme will provide a consistent approach to assisting home seekers across the 8 L.A.'s with a range of tenure options. There will be a common housing register which will offer people more choice about where they want to live, and a common banding system for all L.A. areas with flexibility built in for the individual housing providers primarily via the advertising of properties e.g. management moves, specific eligibility criteria. This will be particularly beneficial in matching adapted properties to households with a disabled member in housing need.

Adverts will include a photograph of the property, rental/mortgage costs and the eligibility criteria specific to the property. Eventually it is hoped that links can be established to GIS to enable people to view the general area and the nearest facilities e.g. schools, leisure centres etc helping them to make the best choice to suit their needs. Short listed applicants will be offered a viewing prior to accepting the property to give the opportunity for questions and to ensure the home is right to meet their needs.

It will be important to engage with hard to reach groups and those from minority groups. The partnership will be consulting with local stakeholders e.g. black & minority ethnic, gypsies, no fixed abodes, disabled people, people with learning disabilities etc and making contact with relevant organisations such as Ethnic Access, Social Services, and Primary Care Trusts to ensure our communication networks are appropriate to meet local people's needs.

- 5.7 **Greater Choice to the homeless** - The CBL scheme will be a key tool in preventing homelessness by offering people realistic housing options in an open and transparent way, helping people to make choices. Access is identical whether threatened with homelessness, homeless and in temporary

accommodation etc. Priority will be given to statutory homeless applicants for use within the L.A. where they have been accepted but at the same time they will be able to bid for other properties within the sub-region via the normal banding system.

- 5.8 **Proposed implementation** - It is proposed to roll out the CBL scheme quite quickly within the sub-region, certainly within 18 months. The recent implementation of CBL within the Wychavon district went remarkably well and was achieved within a 6 month period. This approach and lessons learned are to be applied to enable smooth roll out in partner L.A. areas. A Project Coordinator is to be employed to help facilitate the implementation across the sub-region.
- 5.9 It is proposed that the CBL scheme will offer people a wide range of housing options including privately rented accommodation. Previous consultation and feedback indicates that smaller private landlords are very interested as significant efficiencies could be achieved. As part of the involvement of private landlords, it may be possible to offer additional benefits of access to local rent deposit / bond schemes, property standard advice and grants, fast track housing benefit for homeless cases etc
- 5.10 The proposed banding scheme will allow for higher priority to be given for people with a local connection to the area where they are seeking housing. This means that within the common banding there is scope for people to have higher priority in some areas over others based on their local connections e.g. an applicant may want to consider Wychavon and Bromsgrove but only have a local connection with Wychavon – they will have higher priority with Wychavon compared to Bromsgrove even though the basic bandings are the same. They will however be able to actively bid for available properties, cross tenure, in both areas.
- 5.11 Currently, two options are being considered by the steering group:
- i) The first is based upon each of the 8 authorities using the same banding criteria as Wychavon DC, but retaining their own local connection criteria and using one Website with links in from the individual LA's own websites.
 - ii) The second option offers each authority its own banding criteria and own website specifically for CBL.

The set up costs associated with the second option are approximately double those of option one. Subject to further consultation and agreement, the current thinking of the project team is that a bid be submitted on the basis of option one. Accordingly the indicative costings set out at 7.0 below are based on Option one.

- 5.12 The proposal for the Sub Regional Choice Based Lettings Scheme is to model it on Option i) above whereby all 8 local authorities link into a common register, use a common banding system and use the same format for the website and any newsletter. This approach will result in a simpler, more transparent system for customers and significant cost savings for customers. Building on an existing system means that a significant amount of preparation, procedure and policy documentation is already in place.

6.0 CONSULTATION

6.1 Following the first event held at Bromsgrove in June, a second consultation event inviting partners and other key stakeholders including statutory and voluntary organisations is to take place on September 11th

7.0 Financial Implications

7.1 Financial budgeting is being developed on the basis of costing provided by the implementation consultancy recently commissioned by Wychavon following their tendering process.

7.2 The indicative costs associated with Choice Based Lettings fall into four key areas:

- Initial cost of system – estimated to be in the region of £18,000 per authority.
- Initial cost of a person to implement the scheme (?12 months) approx £5,000 per authority.
- Annual system maintenance, support and use of a central server – approx £5,000 pa
- Annual cost of freephone and SMS customer access – approx £6,000 pa

7.3 The bid for DCLG funding being developed by the project steering group is aiming to gain a significant contribution towards the initial system implementation costs.

Background Papers

None

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BROMSGROVE DISTRICT COUNCIL

EXECUTIVE CABINET

6TH SEPTEMBER 2006

COUNCIL PLAN 2007-2010 PART 1

Responsible Portfolio Holder	Roger Hollingworth, Leader of the Council
Responsible Head of Service	Hugh Bennett, Assistant Chief Executive

1. SUMMARY

- 1.1 To agree a new Vision, Council Objectives and priorities for the Council, underpinned by a set of Values.
- 1.2 To agree two “strap lines” for the Council, one for the public and one for staff.
- 1.3 This information will be taken forward into the Council Plan 2007-2010 which is programmed for agreement at November 2006 Cabinet.

2. RECOMMENDATION

- 2.1 It is recommended that Executive Cabinet:-
 - i. Agree the new Vision, Council Objectives, priorities and the values that underpin these.
 - ii. Agree to the two new “strap lines” for the Council.
 - iii. Note the next stages in the process of developing a Council Plan.

3. BACKGROUND

Why a Council Plan 2007-2010?

- 3.1 Visions, objectives and priorities can feel somewhat esoteric, however, they are key to the work of a local authority, to quote Sir Michael Lyons:-

“I believe we want to see communities which are socially cohesive, economically vibrant, and able to celebrate their distinctiveness. Local government is not just about the provision of services. It has a major and unique role to play in helping to develop and deliver vision for its communities, making decisions and trade offs on their behalf, and shaping a strategic view of the area and its future – a role we might refer to as place shaping”¹.

- 3.2 The July 2006 Cabinet meeting received a report from the Assistant Chief Executive on why the Council needs to re-fresh its existing Corporate Plan 2005-2008. In summary, the Audit Commission’s Comprehensive Performance

Assessment for District Councils includes five key lines of enquiry: Ambition, Prioritisation, Performance Management, Capacity and Achievement and Improvement. The need for an improved corporate plan i.e. Council Plan 2007-2010, runs through this methodology like a thread ². The Council needs to demonstrate a clear ambition for the District, based on consultation and data. This ambition needs to be articulated into priorities and then converted into specific measures of success. These measures then need supporting actions which in turn require resourcing. Finally, we need to monitor delivery. The existing Corporate Plan 2005-2008 does not enable this as there are no performance measures or clear links to the medium term financial plan.

3.3 Most importantly, the feedback from the public suggests they want the Council to demonstrate greater vision and forward planning ³.

4. PROCESS TO DATE

4.1 As part of the work on developing the Vision, Objectives, Priorities and Values, the Council has taken account of the strategic context within which it operates. The following information was gathered and presented to Cabinet at a two day conference in July on the Council Plan:-

- Member feedback.
- Performance and Inspection issues.
- Partner feedback on their strategic priorities.
- Staff feedback.
- Focus group feedback (from this year's budget deliberations).
- Quality of life data e.g. deprivation data, economic data etc.

4.2 The above information is referred to in the commentary on the reasoning behind the Vision, Objectives, Priorities and Values as set out below.

5. VISION

5.1 The Council's proposed new Vision is:-

“Working together to build a district where people are proud to live and work, through community leadership and excellent services”

5.2 The Vision recognises a number of issues. Firstly, a need to work together. This has a number of different dimensions. The December 2006 Progress Assessment ⁴ identified the need for better Member/Member and Member/officer relations as key. Angela Smith MP, Parliamentary Under Secretary of State, Department of Communities and Local Government, also recently reminded the Council that the first duty is to the District's people, particularly, the vulnerable and this required joint working (including constructive scrutiny). “Working together” also reflects a

need to work in partnership. Many of the problems which the Council wishes to solve e.g. affordable housing, the town centre, Longbridge cannot be done so by us acting alone. We need to work with our partners. The Local Strategic Partnership Board (LSP Board), held to account by the Performance Management Board is key in this respect.

- 5.3 Civic pride is not a new concept, but perhaps better reflects the role of local government and how local people feel about their locality than “quality of life”, which is increasingly a term used by Central Government. Pride is also a more emotive word and is likely to have a greater resonance with the public and our staff. The “live and work in” aspect, reflects the fact that the District has a substantial weekend population (16,643 people travel into the District for work and 26,112 out, a net commute of 9,469) ⁵. It is one of the defining characteristics of the District.
- 5.4 Despite the push from Central Government for LSPs, the Government clearly recognises that democratically elected councils have a primacy of role in providing community leadership ⁶. It is something the Government is stressing through its Community Cohesion agenda and in an increased emphasis on community engagement. Members need to provide leadership, both within their wards and for the entire District. The Under Secretary of State also stressed that whatever the problems of a locality, political leadership is paramount and ultimately responsible.
- 5.5 “Excellent services” reflects the Audit Commission’s Comprehensive Performance Assessment rating system of Poor, Weak, Fair, Good and Excellent ⁷. The Council aspires to be Excellent. The wording is also flexible enough that once this rating has been achieved, the Council can continue to strive for excellent services though other accreditations, for example, the Business Excellence Model, Charter Mark and so on.

6. OBJECTIVES

- 6.1 The Vision has then been further developed into a four objectives. The objectives and the description of what they include are set out. The objectives are designed to be broad. From these broad objectives, specific priorities have then been identified. The rationale for selecting each priority is set out below.

Council Objective 1 - Regeneration

- 6.2 This Council Objective can be defined as:-

- Improving the physical fabric of the District, in particular, the town centre and Longbridge site.
- Improving the living environment of the vulnerable, in particular, eliminating fuel poverty, reducing the gap in serious accidental injury, and the indoor living environment in so far as it affects respiratory health (cold, damp, indoor pollution).
- Ensuring quality and choice in the local housing market across all tenures with the availability of sufficient decent, affordable and sustainable housing to meet the needs of all of the District’s residents including those with special housing needs.

- Improving people’s lifestyle choices, including diet, smoking and physical activity.
- Ensuring a strong, prosperous and competitive local economy which creates wealth in order to support the level of investment required to close the gap of inequality; contributes to the region’s economy and enable people to improve their quality of life.
- Securing public and private investment in the above factors in order to lever in sufficient investment to tackle these issues.
- Reducing inequalities wherever these exist within our District.
- Improving household incomes through increasing economic activity by promoting enterprise and entrepreneurship and the take up of employment opportunities through improved access to jobs, employment growth (both public and private) and improving people’s skills (both young people’s and adults). Where people are genuinely unable to work ensuring that people take up the full benefits to which they are entitled.

6.3 The following three priorities have been identified for this Council Objective:-

Priority 1 – Town Centre	Priority 2 - Longbridge	Priority 3 - Housing
---------------------------------	--------------------------------	-----------------------------

6.4 The rationale for choosing these three priorities is as follows.

6.5 Bromsgrove town centre does not reflect the overall wealth of the District. The District has the highest average household income in Worcestershire (£36,906, compared to £32,699 for the County) ⁸. Evidence from focus groups suggests that the number one issue for local residents (apart from those residents on the boundaries of the District) is the town centre and related infrastructure ⁹. The District has also experienced a significant rise in its population in recent years (the joint highest rise in the County ¹⁰) and the town and supporting infrastructure needs to support this growth.

6.6 Overall, the District’s economy is vibrant, with local unemployment low (1.9% ¹¹) and the recently opened Bromsgrove Technology Park; however, the recent collapse of the Rover Group has left a major redevelopment issue at the Longbridge site, a third of which (the old East Works) is within the District’s boundaries. Besides what is built on the third that is within our boundaries, what is built on the other two thirds could impact of neighbouring communities that are within the District.

6.7 The Council recently received a poor rating from the Audit Commission for our Strategic Housing Service ¹². The current imbalance in the housing market, in particular, the lack of affordable housing was a key reason for the poor inspection score. The Council’s approach to the vulnerable i.e. homeless people and the condition of our hostels were also a key concern.

- 6.8 Although these are the three priorities for this Objective, the Council will need to be mindful of the needs of the vulnerable, who actually form a small percentage of our population and therefore like the black and minority ethnic community, their particular issues may be masked by the comparative wealth and white population respectively.
- 6.9 These three priorities are also priorities for the Bromsgrove Partnership (the District's LSP and require partnership working in order to be delivered).

Council Objective 2 - Environment

6.10 This Council Objective can be defined as:-

- Ensuring the District offers a quality living environment for everyone, with access to good facilities including clean and attractive open spaces.
- Sustaining this quality living environment for future generations.
- Waste collection, recycling and disposal.
- Maintaining and fostering the District's biodiversity.
- Maintaining our rural communities.
- Balancing our green belt whilst responding to the economic development needs of the District.

6.11 The following two priorities have been identified for this Council Objective:-

Priority 4 – Clean Streets	Priority 5 - Planning
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6.12 The rationale for choosing these two priorities is as follows.

6.13 Through a number of focus groups we know that the cleanliness of the District is amongst the most visible services the Council provides ¹³. The Council's 2005/06 outturn performance for Best Value Indicator 199, which measures the detritus on the District's land and highways is bottom quartile i.e. amongst the worst 25% of councils. This contrasts sharply with recycling which is the most visible service to residents, where our performance is amongst the best in England. Similarly, whilst the planning service has recently seen a significant improvement in performance, the service has been under resourced for a number of years and performance has suffered ¹⁴. The Council needs a strong planning function in order to respond to Council Objective 1.

Council Objective 3 - Sense of Community and Well Being

6.14 This Council Objective can be defined as:-

- Ensuring the District's residents have a good cultural "offer" which encourages a sense of community.

- Providing effective community leadership.
- Promoting active citizen engagement in the democratic process.
- Ensuring people are able to access services whatever their circumstances.
- Ensuring the value and contribution of the diverse communities in our District is recognised and celebrated.
- Improving the social capital of our communities and developing sustainable and cohesive communities.
- Enabling people to enjoy a high quality independent life in their own homes and communities for as long as possible and when this is no longer possible ensuring more intensive care is available.
- Ensuring the Council fully embraces the “Every Child Matters” Agenda: that our children and young people are: healthy, stay safe, enjoy and achieve, make a positive contribution, achieve economic well being and can access services.
- Reducing crime and the fear of crime within our communities.
- Ensuring access to lifelong learning opportunities for learning and creativity to help everyone achieve their potential for quality of life and prosperity.

6.15 The following two priorities have been identified for this Council Objective:-

Priority 6 – Community Activities	Priority 7 – Community Influence
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6.16 The rationale for choosing these two priorities is as follows.

6.17 Community activities e.g. the summer events programme, the fireworks display, have been identified by the public as something the Council already does well. This begs the question, why make it a priority? If we go back to Sir Michael Lyon’s quote at the beginning of the report: *“I believe we want to see communities which are socially cohesive, economically vibrant, and able to celebrate their distinctiveness”*; community events are at the heart of delivering these thriving communities. With a significant weekend population and a trend in society towards “cocooning” i.e. use of e-mail, drive thus etc., rather than face to face interaction with our fellow citizens, our communities are less cohesive than 50 years ago. Community events bring people together, are clearly valued by the public, highly visible to the public and are comparatively cheap to run.

6.18 The Government has identified re-engaging our citizens in the institutions of government and securing sustainable improvements in public services as the two central challenges it faces ¹⁵. These two challenges are interconnected. Better engagement with our citizens should help us identify what is most important to local people, manage their expectations and ensure we deliver services at a price that is broadly acceptable to them. This focus on engagement, rather than

structures, may explain the apparent shift away from a unitary debate towards one on neighbourhoods and “enhanced two tier”¹⁶.

Council Objective 4 - Improvement

6.19 This Council Objective can be defined as:-

- Providing an excellent customer experience including choice where possible.
- Maintaining a clear focus on our citizens’ priorities.
- Making the best use of new technologies to improve services whilst reducing costs.
- Driving out efficiency savings and making the best use of our assets in order to further invest in our priorities.
- Making appropriate use of management systems e.g. risk management, performance management and project management.
- Ensuring we recruit the right staff and retain and develop their skills.
- Achieving public confidence in our prudent financial management, service delivery and corporate governance through positive external audit and inspection feedback.
- Maintaining a level of council tax from which the public feel we make good use of the money we spend and reflects the quality of services they receive.
- Ensuring we seek out, listen, respect and represent the views of our diverse citizens and communities.
- Communicating consistently to our citizen’s and communities.
- Actively involve our citizens and communities in the design and delivery of our policies, strategies, plans and services.
- Joining up and integrating services both within the Council and with our partners making the best use of new technologies.
- Tailoring the mix of customer service, community leadership and democratic engagement to fit the particular circumstances of each community.

6.20 The following three priorities have been identified for this Council Objective:-

Priority 8 – Customer Satisfaction	Priority 9 - Reputation	Priority 10 – Performance Improvement
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6.21 The rationale for choosing these three priorities is as follows.

6.22 The research company MORI through its “reputation research” ¹⁷ for local government have found that the key drivers of the public’s perception of their council are:-

- Positive experiences of contact with staff;
- Clean, green and safe environment;
- Overall performance and service quality.
- Direct communication.
- Media coverage.
- Value for money.

6.23 Customer satisfaction is the key outcome measure from good contact with staff. The Council has already recognised this as an area for improvement through the adoption of the Customer First Strategy. Priority 9 – Reputation, deals directly with this issue, but is aimed at improving our direct communication with the public e.g. Council Chat, Council Tax leaflet etc. and improved media coverage. Again, the Council has recognised this as a key area for improvement through the adoption of the Communications Strategy. Finally, 79% ¹⁸ of our performance indicators, where comparison is possible, are worse than average and consequently, the Council’s overall performance requires a step change. Members will be aware that these performance issues are now being addressed through the recently approved Improvement Plan and that there have been some significant improvements in performance in the first quarter of 2006/07 (see Top 45 Quarter 1 – August Performance Management Board).

7. VALUES

7.1 The Vision, council objectives and priorities allow us to communicate what we are about as an organisation. We also need to communicate, particularly, to our Members and to our staff how we will act in going about delivering our priorities. We have called the behaviours we wish to focus on, our values.

7.2 Four new values are proposed:

Leadership	Partnership	Customer First	Diversity
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7.3 The rationale for choosing these is as follows.

7.4 We have previously identified the need for leadership from Members. In order to translate Members’ political leadership into actions and improvements, Members need leadership from the Corporate Management Team. The Communications

Strategy ¹⁹ identified visible leadership as a key area for improvement for senior management. In order to make the changes we require, the Corporate Management Team will need leaders within each department and at all levels. Leadership should not be considered hierarchical and we all have a duty to lead.

- 7.5 Again, we have previously identified that the Council, while the most legitimate leader of our communities through its democratic mandate, cannot deliver much of the changes we would like to make on our own. We need to work with our partners to maximize the benefit of joint working for the benefit of our people.
- 7.6 The Customer First Strategy ²⁰ identified, as the name suggests, that we value our staff, but put our customers first. How an action is going to impact on our customers, should be the first consideration in everything we do. This applies to staff who deal directly with the public, but also to support staff. We are also encouraging staff to think about themselves as customers, so when two departments work together they give each other excellent customer service, which ultimately makes things better for the public. We need new systems and procedures to support a Customer First culture, but it is also important to instil in our staff the importance of this value.
- 7.7 Diversity is about ensuring that the differing needs of our citizens are recognised and responded to. This applies to issues of race, religion, gender, age, disability etc. This means not only avoiding discrimination, but positively promoting the benefits of the different qualities of the communities we serve. Providing leadership within our communities on acceptance and equalities is a key role for any council.

8. WHAT NEXT?

- 8.1 The above Vision, Council Objectives, Vision and Values are set out **Appendix 1**. Cabinet have previously agreed to use the “balanced scorecard” as a technique to develop the Council’s three year strategy and translate it into key deliverables. Kaplan and Norton ²³, the authors of the “balanced scorecard” have identified that most organisational strategies fail, not because of their imperfections, but organisations ability to transmit high level priorities into tangible actions that can be understood by staff and performance managed. It has been provisionally agreed with the I&DeA to use the next Cabinet/CMT Top Team day (19 September) to develop the key deliverables and measures required for the priorities we have identified.
- 8.2 **Appendix 2**, sets out an example of what a balanced scorecard might look like for the Council. The scorecard builds on the customer priorities we have identified and underpins these with priorities for financial management, our processes and learning and growth e.g. training and development. Once the four quadrants have been agreed, Cabinet and Corporate Management Team will need to complete an action plan, as set out in Appendix Table 2. The scorecard and action plan will be translated into a Council Plan 2007-2010 and reported to Cabinet in October for approval.

9. STRAP LINES

- 9.1 Finally, two “strap lines” are proposed. The first one if for use in public documents from the Council and will be fed into the current work on developing a Council brand:-

Building Pride

- 9.2 At the July away days, Cabinet and Corporate Management Team agreed to “building pride in Bromsgrove”. Staff feedback has suggested that we drop “Bromsgrove” which avoids the concern that some of the communities on the borders of the District do not look Bromsgrove town as their urban centre.
- 9.3 The proposed internal “strap line” is:-

Zero to Hero

- 9.4 This is designed to be bold and reflect that currently we have a “poor” rating from the Audit Commission, which is equivalent to score of zero. Our Vision aims for the Council to be excellent and be a hero.

10. Financial Implications

- 10.1 There are no budget implications at this stage; however, the Council Plan 2007-2010 will provide the strategic framework for the medium term financial plan and annual budgets.

11. Legal Implications

- 11.1 There are no legal implications to this report.

12. Corporate Objectives

- 12.1 The existing corporate objectives would be replaced.

13. Risk Management

- 13.1 The Council Plan will be supported by the Council’s strategic risk register..

14. Other Sub Headings

- 14.1 All the following issues have been reflected in the definitions of the Council Objectives:-

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

Background Papers

1. Lyons Inquiry into Local Government: Consultation Paper and Interim Report, Lyons Inquiry, (December 2005).
2. Key Lines of Enquiry for District Council Corporate Assessments, Audit Commission, (August 2006).
3. Bromsgrove District Council, Budget Consultation: A Report on Focus Groups Held With Residents, CSR Survey, (February 2006).
4. Bromsgrove District Council Progress Assessment, Audit Commission, (December 2006).
5. Worcestershire County, Economic Assessment 2005-2006, Worcestershire County Council (2006).
6. Local Strategic Partnerships, Shaping Their Future: A Consultation Paper, ODPM, (2005).
7. CPA – District Council Framework from 2006, Audit Commission, (April 2006).
8. Worcestershire County, Economic Assessment 2005-2006, Worcestershire County Council (2006).
9. Bromsgrove District Council, Budget Consultation: A Report on Focus Groups Held With Residents, CSR Survey, (February 2006).
10. Worcestershire County, Economic Assessment 2005-2006, Worcestershire County Council (2006).
11. Worcestershire County, Economic Assessment 2005-2006, Worcestershire County Council (2006).
12. Bromsgrove District Council, Strategic Housing Service, Audit Commission, (March 2006).
13. Bromsgrove District Council, Communication and Customer Experience: A Report on Focus Groups Held With Residents, Staff and Members, CSR Survey, (February 2006).
14. Council Results 2005-2006, Bromsgrove District Council, (June 2006).
15. Citizen Engagement and Public Services: Why Neighbourhoods Matter, Home Office and ODPM, (January 2005).
16. Letter from the Prime Minister to Ruth Kelly: Secretary of State for Communities and Local Government, www.number10.gov.uk, (May 2006).
17. Local Government Reputation Campaign, Local Government Association and I&DeA, (September 2005).
18. Council Results 2005-2006, Bromsgrove District Council, (June 2006).
19. A Strong Voice for Bromsgrove District, A Communications Strategy for Bromsgrove District Council, (March 2006).
20. Customer First, A Customer Strategy for Bromsgrove District Council, (March 2006).

21. Bromsgrove District Council, Strategic Housing Service, Audit Commission, (March 2006).
22. Bromsgrove District Council, Strategic Housing Service, Audit Commission, (March 2006).
23. The Strategy Focused Organisation, How Balanced Scorecard Companies Thrive in the New Environment, R. S Kaplan and D. P Norton, Harvard Business School Press, (2001).

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Table 1 – How It All Fits Together

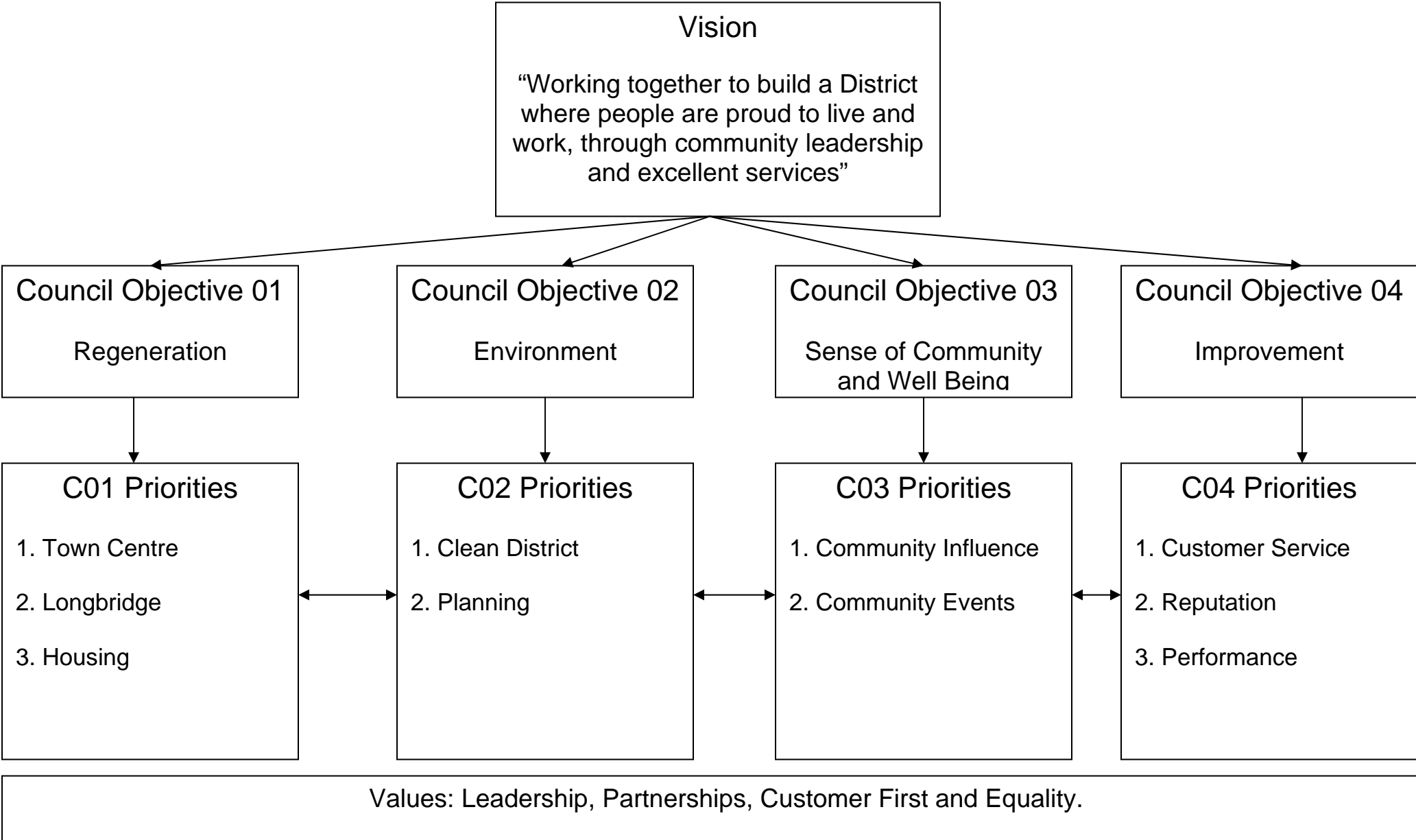


Table 1 – Strategy Map Example

Customer Perspective	Town Centre	Longbridge	Housing	Clean Streets	Planning
	Community Activities	Community Influence	Customer Satisfaction	Reputation	Performance
Financial Perspective	Increase External Funding	Deliver VFM Strategy	Re-configure Property Stock	Improved Use of Resources Rating	
Process Perspective	Improve Customer Processes	Neighbourhood Management	Spatial Business Project	Improved Partnership Working	
Learning and Growth Perspective	Deliver Training and Development Plan	Plan Future Workforce	Achieve Positive Employee Climate	Increase Productivity Through Reduced Turnover and Sickness	

Note:- in this example, the improvements in planning require us to plan and retain our workforce and deliver the spatial business project. Appendix 2 would then set out specific measures of success for each of these.

Table 2 – Council Plan 2007-2010 Strategic Action Plan Example

Customer Perspective

Priority	Key Deliverables	Lag Measure	Lead Measure	Project/Action	Resource	Lead Member

Financial Perspective

Priority	Key Deliverables	Lag Measure	Lead Measure	Project/Action	Resource	Lead Member

Process Perspective

Priority	Key Deliverables	Lag Measure	Lead Measure	Project/Action	Resource	Lead Member

Learning and Growth Perspective

Priority	Key Deliverables	Lag Measure	Lead Measure	Project/Action	Resource	Lead Member

Note: a “lag” measure is a measure of the eventual outcome we are trying to deliver e.g. a reduction in coronary heart disease. A lead measure is a more short term measure that we know will drive the longer term outcome we are trying to achieve e.g. improved participation in sport.

BROMSGROVE DISTRICT COUNCIL

EXECUTIVE CABINET

6th SEPTEMBER 2006

COUNCIL RESULTS 2005-2006

Responsible Portfolio Holder	Cllr Roger Hollingworth – Leader of the Council
Responsible Head of Service	Hugh Bennett – Assistant Chief Executive

1. SUMMARY

- 1.1 This report brings to Executive Cabinet the Council Results 2005-06 document for information to allow progress to be made in managing performance.

2. RECOMMENDATION

- 2.1 It is recommended that Executive Cabinet approve Council's Results 2005-06.

3. BACKGROUND

- 3.1 The Council is required by the Local Government Act 1999 to publish a Best Value Performance Plan (BVPP), which must contain certain information that is set out in the Act. The document must be published by the 30th June each year. Our version of the Best Value Performance Plan is called Council Results 2005-2006 and was published on the Internet by the required date and was approved by the Portfolio Holder.
- 3.2 Due to the gradual move away from the Best Value agenda in Local Government, the requirements of the BVPP have been relaxed for all Councils, but even more so for excellent rated Councils. Since we are not an excellent rated council, we have to comply with all four requirements which are:
- a) Summary of the Council's strategic objectives and priorities for improvement.
 - b) Arrangements for addressing the priorities for improvement, particularly those identified during CPA.
 - c) Details of performance for the past year against Best Value Performance Indicators, and targets for the subsequent three years.
 - d) A Statement on all contracts which involved a transfer of staff.
- 3.3 With their being less emphasis now on Best Value, the Council has renamed the document to reflect its function more accurately of reporting how the Council is performing, hence Council Results.
- 3.4 The key information that is contained within Council Results, is performance information, in particular it is the Council's performance against the Best Value Performance Indicators which will enable it to come out of recovery.

3.5 The key messages of our performance are:

Performance Against Targets

Performing above target	43%
Performing below target within 10% of target	20%
Performing below target by more than 10%.	37%

Performance Trends

Performance Improving	39%
Performance steady	17%
Performance declining	44%

Performance Comparison against District Council Quartiles

Performance in Top Quartile	16%
Performance in 2 nd Quartile	5%
Performance in 3 rd Quartile	36%
Performance in 4 th Quartile	43%

3.6 The key areas of concern from these results are:

- 44% of indicators are declining in their performance from the previous year.
- 79% of indicators are worse than average in 2005/06, this is compared to 56% being worse than average in 2004/05.

3.7 Cabinet and Corporate Management Team held an away day on 24th June, to agree some priorities for improvement to address this decline in performance. The following areas of focus were identified:

Corporate Health:

- BVPI 2 – Equality Standard
- BVPI 8 - % invoices paid on time
- BVPI 12 – Average days sick per person
- BVPI 156 - % of public buildings accessible to disabled
- LPI - % staff turnover

Housing/Benefits

- Affordable Housing
- BVPI 183 – Average length of stay in temporary accommodation
- BVPI 78 – Average length of time to process benefit claims

Waste

- BVPI 91 - % of households covered by recyclable collections
- BVPI199 - % of land with unacceptable levels of litter

Environment

- BVPI 166 - % score against environmental health best practice checklist
- BVPI 109 - % of planning applications processed within deadline

Culture

- BVPI 170 – Usage of the museum

Community Safety

- Anti-social behaviour
- Fear of crime
- BVPI 225 - % score against domestic violence checklist

Customer

- Corporate complaints system
- Customer standards
- LPI – Correspondence response rate
- LPI – Telephone call answering and resolution.

Other

- Housing action plan
- Longbridge site
- Town centre redevelopment
- Local Area Agreement targets

3.8 These, along with a range of other actions, are now included in the Council's Improvement Plan (July 2006 to June 2007).

4. Financial Implications

4.1 There are no direct financial implications from this report.

5. Legal Implications

5.1 There are no legal implications to this report.

6. Corporate Objectives

6.1 Council Results will be updated with the new Vision, Council Objectives, priorities and values before going to print.

7. Risk Management

7.1 Addressed through the Council's Improvement Plan and Corporate Risk Register.

8. Other Sub-Headings

8.1 Not applicable.

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BROMSGROVE DISTRICT COUNCIL



Council Results 2005 - 2006



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| | - To be an efficient and effective Council | | |

If you require this document in large print, Braille or audio tape, please contact:

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1. Introduction



Welcome to the 6th edition of Council Results. In previous years this document has been called the Best Value Performance Plan. The Council has a duty to produce a Best Value Performance Plan under the Local Government Act 1999; however, the term is not really understood outside of local government and the plan is essentially a backward looking document focusing on our results; hence the change of name.


It has been a busy year for the Council. I am particularly pleased to report that we have now closed six years worth of accounts and delivered a significant performance improvement in the speed at which we process benefits claims. Both of these are important steps in the Council's recovery. By bringing our accounts up to date and strengthening our financial management, we are now in a position to move forward on a stable financial footing to tackle the performance issues we face and deliver a high level of customer service to the public.

The Audit Commission's Progress Assessment of the Council, published in December 2005 noted that the Council is making progress and that the direction of travel is positive, and perhaps most importantly that the Council is "tangibly a different

organisation now than it was two years ago", when we had our last Corporate Governance inspection. The Council remains in voluntary engagement with the Department of Communities and Local Government and much remains to be done. We are aiming to come out of voluntary engagement by achieving a "fair" rating through the Audit Commission's Comprehensive Performance Assessment.

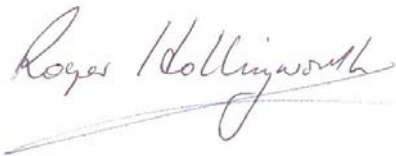
Council Results 2005/06 sets out our performance in detail, including a summary of all the audit and inspection activity we have had in the last 12 months. We will require a step change in our performance to achieve a "fair" rating. Over the next few months we will be overhauling our existing recovery plan to ensure it provides a much stronger focus on delivering the performance improvements we require. Cabinet will also be working with the Corporate Management Team, staff and our partners to develop a Council Plan 2007-2010. This will set out our ambitions for the Council and District in measurable terms. These measures will be supported by actions to deliver them and resources to support the actions

We will also build on the public consultation we undertook for the 2006/07 budget and consult all our customers, including those who sometimes find it hard to get involved with the Council.



During the last 12 months there have a number of major changes to the structure of the Council, which will support the above processes. We have established a strong non-executive function for the Council: the Scrutiny Steering Board, Audit Board and Performance Management Board. All have a role to play in developing our Vision and objectives for the next three years and all will have a role in scrutinising and monitoring our progress. We have a new management team including a new Acting Chief Executive, Kevin Dicks. The new Corporate Management Team and the Council wide restructure will ensure an improved focus on service delivery and customer service.

Finally, to reiterate, much remains to be done to deliver the level of performance and customer care. The next 12 months are not going to be easy, but I am confident that the foundations are now in place for the Council to go forward and deliver the high levels of service our public expect.



Roger Hollingworth,
Leader of the Council



2. Council's Vision & Values

The Council's current Vision and Values are set out below. The Vision is underpinned by a set of Values that govern how the Council acts and delivers its services:



our vision

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

OUR VALUES

- Putting our citizens first
- Being honest, open and fair at all times
- Valuing and respecting people
- Demonstrating integrity and accountability
- Ensuring quality customer service
- Seeking to achieve value for money
- Working together
- Recognising the need for improvement



- To make a major contribution towards achieving a healthy caring and socially aware community.
- To provide a clean, safe and attractive environment.
- To protect and improve our environment and promote sustainable communities.
- To foster and sustain a strong and expanding economy.
- To provide sustainable culture and leisure opportunities.
- To be an efficient and effective council.



The Council will be reviewing the Vision and Values through the Summer and will develop them further into a set of specific, measurable, agreed, realistic and time bound measures using a management technique called the balanced scorecard. These measures and an updated Vision and Values will be agreed at Full Council in September 2006 and published in the Council Plan 2007 – 2010 shortly thereafter.

3. Council's Strategy & Plans

Our existing Vision for the District is:-

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

The current Corporate Plan expands this Vision into six objectives:-

- To make a major contribution towards achieving a healthy caring and socially aware community. (CO1)
- To provide a clean, safe and attractive environment. (CO2)
- To protect and improve our environment and promote sustainable communities. (CO3)
- To foster and sustain a strong and expanding economy. (CO4)
- To provide sustainable culture and leisure opportunities. (CO5)
- To be an efficient and effective Council. (CO5)

These broad Council Objectives each have agreed definitions as set out in the Corporate Plan 2005-2008. Within these objectives the Council had three 2006/07 budget priorities:-

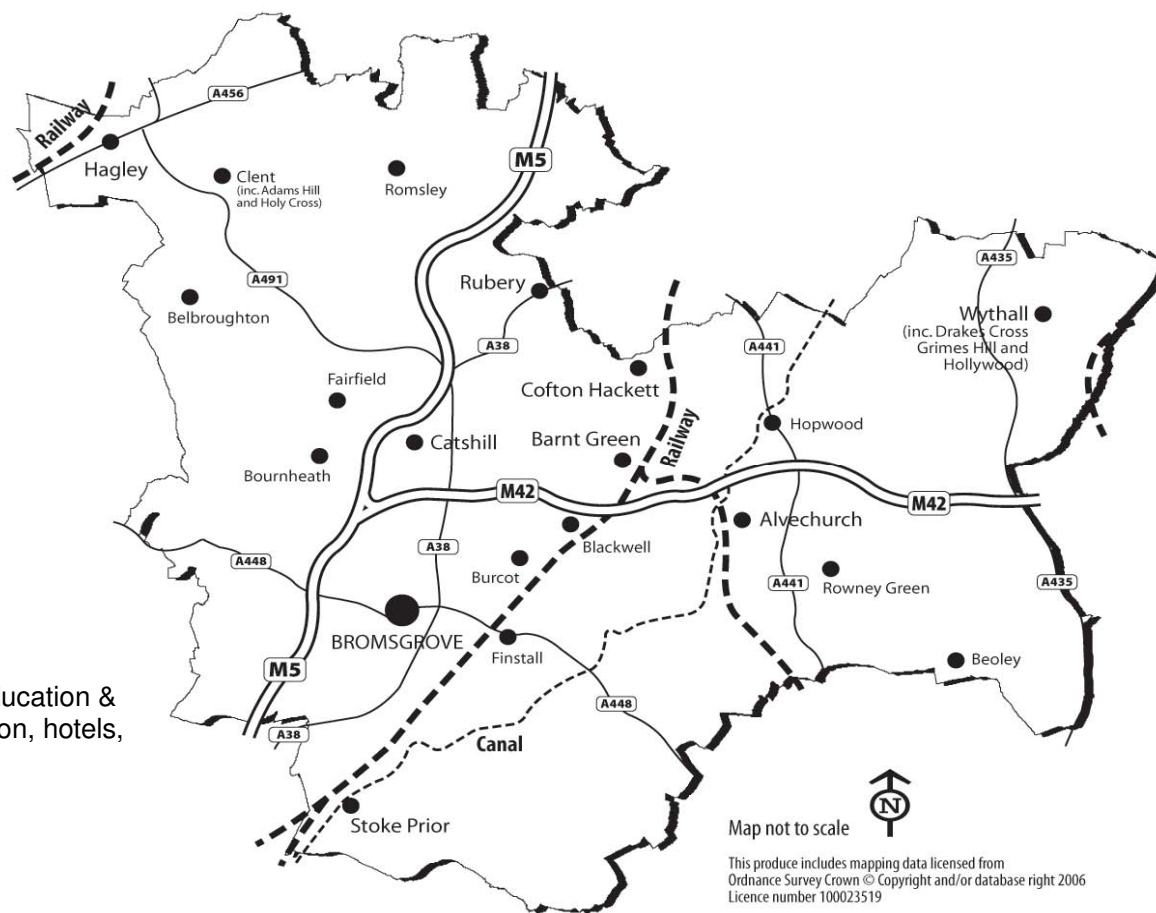
- recovery;
- delivery of statutory services; and
- putting Bromsgrove District first.

These priorities are supported by a number of major projects:-

1. Recovery plan;
2. Town centre redevelopment;
3. Longbridge site redevelopment;
4. ICT Projects (infrastructure, internet/intranet and spatial);
5. Customer First Strategy;
6. Strategic Housing Action Plan; and
7. Streetscene Strategy.

4. About Bromsgrove District

Size:	83.9 square miles
Population:	87,837 (census 2001)
Households:	35,168
Towns:	Bromsgrove, Hagley, Rubery, Wythall
Main Employment:	Public Administration, Education & Health (25.5%); distribution, hotels, & restaurants (21.2%)
Unemployment:	1.9%
Ethnicity:	3.3%
Deprivation Ranking:	293 out of 354



Geography

Bromsgrove District is in north Worcestershire, covering a large district area of approximately 83.9 square miles. The District lies to the south west of the West Midlands conurbation and is bounded by Birmingham, Dudley, Solihull, Redditch, Wyre Forest, Wychavon and Stratford Upon Avon.

Whilst only 14 miles from the centre of Birmingham, the Clent Grove and Lickey Hills country parks provide an important dividing line between the industrial Midlands and the rural landscape of north Worcestershire. Ninety percent of the District is greenbelt which is visibly dominated by beautiful agricultural land and woodland, particularly in the west of the District.

Four radial routes pass through the District, each served by railway lines and major roads, including the M5 running north and south, the M42 running east and west, with further links to the M40 and M6.

Our Communities

These radial routes have a profound impact on our communities, in particular, making the town itself a major commuting centre for the West Midlands. Data suggests that 16,643 people travel into the District for work, with 26,112 travelling out, a net commute out of 9,469.

Apart from Bromsgrove town centre, the main centres of population are Rubery on the edge of the urban West Midlands conurbation, Alvechurch and Wythall to the north east and Hagley and Belbroughton to the north west.

Population

The population of the District is 87,837 with the District experiencing a 0.8% (700 people) increase between 2003 and 2004 (the joint highest in Worcestershire). This increase is mainly attributable to inward migration rather than natural change. The District's population is also set to expand by a further 0.9% between 2006 and 2010, the second highest in Worcestershire (some counties are predicted to see a contraction in their population).

The black and minority ethnic population (BME) is only 3.3% which is low for the region and nationally. This BME % can be broken down as follows: 1% Irish, 0.8% Asian, 0.8% mixed, 0.4% black and 0.3% Chinese.

There are 35,168 households in the District. Over 25% of households contain only one older person. An estimated 6,964 households in the District have one or more members in an identified special needs group. This is 19.1% of all households in the District, well above the national average. Of these 56.7% have a physical disability and 37% are frail elderly.

Economy

The economic picture of the District is generally very positive. The mean household income is £36,906, which is the highest in the County (the County average is £32,699). The biggest employer in the District is Britannic Assurance plc (1,500 employees), followed by the Council. The biggest employment sector in the District is public administration, education and health (25.5%) followed by distribution, hotels and restaurants (21.2%) and manufacturing (17.1%). The District also has the highest economic activity rate in the County (83.7%) compared to 80.7% for the County. This level of activity partly reflects the population structure, as the District has a higher percentage of our population in the 35 to 49 age bracket.

The Council is a partner in the Bromsgrove Technology Park which is estimated will create 700 jobs. The Council also supports a farmers market in the town centre and a successful business start up scheme.

There are two major areas of economic concern within the District: the redevelopment of the Longbridge site and Bromsgrove town centre. In April 2005, parts of Phoenix Venture Holdings (PVH), most significantly MG Rover and PowerTrain entered administration, resulting in the closure of the Longbridge car plant. These parts of the Group employed around 5,850 people and an estimated £410m was spent with firms based in the West Midlands as part of the supply chain. While employment levels naturally blipped with the closure, the District's unemployment levels have returned to very low levels (1.9%).

There is a discrepancy between the high household income of the District and the state of the town centre. The broad conclusion that can be drawn is that the local population, particularly, the weekend population is not spending its money in the town centre and is choosing to do so elsewhere.

Sustainable Development

Ninety percent of the District is greenbelt. The Council is currently operating a planning moratorium with only affordable housing developments being built. The Housing Strategy has a target of 75 units of affordable housing a year for the next five years. There are 35,168 households in the District, 83.4% are owner occupied, the 11th highest figure in England and Wales. Eleven percent are rented from housing associations and four percent are privately rented.

House prices are rising faster than the national average. The average house price is £219,949. Only 4,050 households are in receipt of housing or council tax benefits, one of the lowest figures in Worcestershire. Compared with the average we have considerably fewer houses in the A and B tax bands and more in the E and H bands.

The Council's Housing Strategy was judged "fit for purpose" by the Government Office West Midlands (GOWM) this year. It has four priorities, affordable housing, the quality and availability of private sector housing, homelessness and assisting the vulnerable to live independently.

Health and Deprivation Data

Overall, the District is one of the least deprived nationally. The District ranks 293 out of 354 Councils on the national index of multiple deprivation 2004 (where one is the most deprived). Sidemore is the most deprived area of the District. The 2004 Government White Paper "Choosing Health" placed much more emphasis on people choosing healthier lifestyles. A regional lifestyles survey was conducted. Generally, the District's population is healthier than the regional average; however, the message remains the same: don't smoke, drink in moderation, maintain a healthy weight and take exercise. Young people (18-24) have a high risk status. They are most likely to not do all of the above, including binge drinking. Potentially, we could be storing up problems for our young people.

The most recent Primary Care Trust (PCT) annual report noted that our children's health is good, but there is a need for more child and adolescent mental health services.

The PCT retain a concern (shared by the Council's own community safety team) that domestic violence remains "common place". Between 2000-2003 teenage pregnancies increased marginally across Worcestershire (the overall rate is significantly lower than England as a whole). Charford in Bromsgrove is a significant hotspot with ten teenage pregnancies a year.

Crime and Fear of Crime

There has been a significant reduction in some of the headline crime figures for the District over the last two years.

Domestic burglaries have fallen from 21.30 (2003/04) per 1,000 properties, to 8.86, although this is still higher than the median. Similarly, vehicle crime has dropped from 14.38 (2003/04) to 9.71 per 1,000 population. Violent crimes have also fallen. Nationally, it is estimated that 4% of the adult population drink to harmful levels at a cost of £20bn to the health service and the criminal justice system (not forgetting the costs to people's lives). Drug offences are low. The areas with the highest use in the District are the three prisons. There is a "supply" issue at HMP Blackenhurst and HMP Brockhill. Charford is the only ward where drug use is an issue.

Despite the significant reductions in crime within the District and low overall levels compared with other parts of Worcestershire, a County wide citizen's panel identified the District as having the highest fear of crime levels. The main concerns are anti-social behaviour, litter/rubbish, "young people hanging around" and vandalism/criminal damage.

Education

The percentage of the population qualified to NVQ Level 4 is significantly higher than average. GCSE results gained at local authority schools and colleges in Worcestershire in 2004 were amongst the highest in the country (56.1% achieved five or more GCSEs at A*-C (a 2.9% increase). Girls continue to out perform boys. The District has above average literacy and numeracy.

Community Priorities

During the last six months, the Council has consulted the public about their priorities and about their customer experience and what drives their perception of the Council.

The main priority for most residents is the town centre. Residents feel that the “offer” is not extensive enough and the town centre does not match the economic success of the District. As part of the improvements residents want to see improved leisure facilities and amenities e.g. public toilets. For those residents living on the District’s boundaries, the town centre is less of an issue, as research suggests they look to other urban centres. The next priority for residents is affordable housing for young people and more facilities and infrastructure to support the expanding population. Most residents also want a stronger understanding of the value for money provided by the Council. The most visible services for residents are refuse and recycling collection, street cleansing, council tax collection, roads and car parks. The consultation identified that communication has a significant impact on the public’s perception of the Council. The public want more regular communication, more ability to influence and a better customer experience when contacting the Council.

The Council has also been working in partnership with its partners through the Bromsgrove Partnership. The Local Strategic Partnership has recently reduced in number to give a more strategic focus. The new membership consists of: the Council, Bromsgrove District Housing Trust, the Primary Care Trust, the County Council, County Associations of Local Councils (CALC), NEW College, West Mercia Police, Voluntary & Community Sector and the Private Sector (Chairman).

The Board has agreed four priorities to focus on: Bromsgrove town centre, Longbridge, affordable housing/inclusive living and its contribution to the County wide Local Area Agreement.

Political Leadership and Financial Context

The Council employs 454 staff and has a budget of £11m. The Council has a majority Conservative administration, with 22 Conservatives, six Labour, six independents, four Wythall Ratepayers and one Liberal Democrat. The Council is currently in voluntary engagement with Central Government and has an recovery plan with a target for achieving a CPA rating of “Fair”. The Council operates a modernised political structure with the Leader/Cabinet model, supported by three non-Executive Boards: Audit Board, Scrutiny Steering Board and Performance Management Board. There is also a Planning Committee, Standards Committee and Licensing Committee.

New Challenges and Future Priorities

The Council is currently reviewing its recovery plan and developing a Council Plan 2007-2010. Both these plans will contain outcome measures, supported by milestones, so that progress towards these outcomes can be measured. The outcome measures and milestones, will in turn be supported by agreed actions, resources and clear lines of responsibility. The development of the Council Plan will include a fuller analysis of the context within which the Council is operating, including consultation with the public, our partners and staff.

Emerging priorities from the above analysis are regeneration (town centre, Longbridge), cleaner, greener, safer (anti-social behaviour and streetscene), customer (experience and satisfaction), supporting the vulnerable (vulnerable older people and those on low incomes) and sustainable development (affordable housing and infrastructure).

5. Key Council Results Summary

The following pages set out a summary of the Council's achievements in 2005/06 against our objectives. This also details our future aims (these will be subject to review as part of the development of the Corporate plan 2007 – 2010.)

Healthy, caring and socially aware communities (CO1)

Our achievements:

- We have introduced 'Shopmobility' in the Town Centre which offers free motor scooters and wheelchairs to provide better access for people with mobility problems.
- We have improved the quality of life for elderly and disabled home owners through the North Worcestershire Care and Repair Agency.
- We have trained and licensed all CCTV staff to the standard required by Legislation.

Our aims:

- We will invest in more affordable housing for local people.
- We will continue to make provision for those people who are homeless.
- We will continue to support vulnerable groups to live independently.
- We will encourage everyone to reduce the amount of waste that is produced, by providing recycling and composting facilities.

Clean, safe and attractive environment (CO2)

Our achievements:

- With your support we now recycle or compost 41% of all household waste, which is among the best in the country.
- The key to this recycling and composting success has been the number of households who have kerbside collections.
- We have helped cut vehicle crime by 15% and domestic burglary by 36%.
- We have recruited two additional neighbourhood wardens for Sidemoor and Catshill.
- We have appointed 2 more Community Wardens.
- We have reduced the number of missed refuse bins by 40%.

Our aims:

- We will be buying new vehicles for our mobile litter crews and new pavement sweeper vehicles to further improve the cleanliness of the District.
- We will be looking for ways to improve Bromsgrove Town Centre.
- We will work with partners to reduce the harm of drugs and alcohol.

Protect and improve our environment and promote sustainable communities (CO3)

Our achievements:

- We have an agreed programme of future planning work for the District.
- We have asked you for your views on what should happen in the District in the future.
- We have carried out investigations and inspections to ensure that your food is safe and that the District is a safer place in which to live and work.

Our aims:

- We will increase the speed that planning applications are processed
- We will develop a Planning Strategy for the District for the next fifteen years.
- We will consult with our local communities to determine their needs and how best to deliver it.

Foster and sustain a strong and expanding economy (CO4)

Our achievement:

- We have secured the development of the Bromsgrove Technology Park that is planned to bring 700 new jobs to the area.
- We have provided free Business Start Up training resulting in 40 new businesses starting this year.
- We have run a successful Farmers' Market providing the opportunity to buy high quality, fresh, local produce as quoted in the national press as "one of the best in the UK".

Our aims:

- We will secure further Inward Investment.
- We will aim to sign-up five companies to move onto Bromsgrove Technology park.
- We will create a further 25 new Business Start Ups within the District this year.
- We will increase the size and diversity of product range on the Farmers' Market to continue building on its success.

Provide sustainable culture and leisure opportunities (CO5)

Our achievements:

- We have opened the Artrix.
- We have refurbished the Dolphin Centre.
- We have provided a range of special events including: Bonfire and firework display, Christmas lights display, Street Theatre Festival, and Worcestershire Youth Games.
- We have attained re-accreditation of the 'Quest' quality award at the Dolphin Centre.

Our aims:

- We will develop a new park at Barnsley Hall.
- We will be refurbishing five play areas and creating at least two new play areas.
- We will enter Sanders Park for the prestigious Green Flag Award.

To be an efficient and effective Council (CO6)

Our achievements:

- We are in the process of installing a state-of-the-art technology modernisation programme to improve both our in-house operation and our services to you.
- We have already completed 50% of the 18 recommendations, put forward by the Benefits Fraud Inspectorate and have implemented a timetable to action the rest.
- We presented the Statutory Accounts to Members within the specified deadlines.
- We have set up an Equality & Diversity Forum, which includes members of the community.

Our aims:

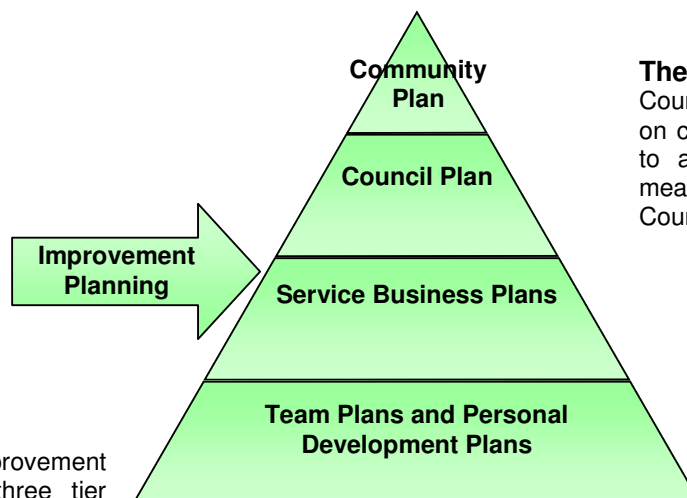
- We will start to implement a Customer First Strategy to help improve your experience of contacting the Council.
- We will maximise the use of ICT to make services more efficient and accessible, including the introduction of 'online' booking for our sports facilities.

6. Council's Performance Management Framework

The Council's Performance Management Framework seeks to create explicit links between the Community Plan, Council Plan, Service Business Plans and Team/Individual Plan.

At the top of the framework is **The Community Plan**. It is a 10-year plan that has been developed by the Bromsgrove Partnership, comprising public, private, voluntary and community organisations, which have been consulted with locally to identify the priorities for the area. The Community Plan represents an 'umbrella' plan from which each organisation prepares its own strategy to deliver aspect of the community plan for which it is responsible. The Bromsgrove Partnership has four priorities: Bromsgrove Town Centre, Longbridge, Affordable Housing and the Local Area Agreement targets.

Improvement Plan. The Council is subject to external assessments such as the Comprehensive Performance Assessment by the Audit Commission. The Council aims to be rated "Fair" by December 2007 and has recovery/improvement plan that identifies specific targets and actions to achieve this. The targets and actions feed into our performance management framework.



The Council Plan. We are currently developing a Council Plan for 2007 to 2010. The Plan will be based on consultation and will set out what the Council aims to achieve over the next 3 years in specific and measurable terms. The Plan also sets out how the Council will contribute to the Community Plan.

Performance Monitoring

Service Business Plans, containing our Council Plan and Improvement Plan actions, are monitored and managed through a three tier approach.

1. The Government Monitoring Board receives update reports against the Improvement Plan at its monthly meetings.
2. Councillors receive regular performance monitoring information at the monthly Performance Management Board. This information includes updates on the Improvement Plan, quarterly performance figures on public facing services and corporate health indicators and quarterly updates on Service Business Plans.
3. All the above information goes to the Council's Corporate Management Team.

Service Business Plans identify tasks we undertake to deliver the Council Plan and Improvement Plan actions within each department. These are then translated into team plans and individual PDRs, thus ensuring all staff understand their role in delivering the Council's priorities.

The progress against our Service Business Plans are monitored quarterly while staff receive a formal review of their PDR every six months.

7. Inspections

All Councils are subject to a range of inspection and audit work by various regulatory bodies. The following section sets out a summary of the various inspections completed during 2005/06.

Progress Assessment - Audit Commission (Dec. 2005)

In 2001 the Audit Commission carried out a corporate governance inspection at the Council. A re-inspection of corporate governance was carried out in 2003, which concluded that overall progress with improvement had been insufficient. In 2004 the Council engaged with the ODPM. As part of this engagement, the Council accepted a 'Poor' CPA rating and the Audit Commission agreed to postpone the Council's forthcoming CPA inspection.

The Progress Assessment report presented an analysis of the Council's progress to December 2005 based on the Council's implementation of its recovery plan and comparison with the baseline position of the corporate governance re-inspection in 2003.

The Audit Commission summarised its findings as follows:

"The Council is making some progress. The direction of travel is positive and it is tangibly a different organisation now than it was two years ago. However, much remains to be done and some significant challenges will need to be addressed if the Council is to achieve its ambition of emerging from engagement by 2007.

The Council is looking outwards and is working productively in partnership with others across the county. However, it is not effectively prioritising its resources. It has revised its corporate priorities and has updated its budget challenge and service business planning process.

Members are not working effectively together across all party groups to drive and focus on improvement.

The Council is now doing much better at recycling and composting waste. Most planning applications are being processed quickly, and the new Customer Service Centre has been successfully opened.

However, some service areas are not performing strongly. Benefits claims are not being processed as quickly as they should, although performance is improving. Street cleaning remains a challenge. The Council is not making effective use of customer feedback to challenge and improve services.

The Council has worked hard to put in place a range of plans and investments that should help it to sustain improvement. The Council is investing in its benefits service, various strategies have been developed or drafted to help shape future decision-making, and a bid for capacity-building funding has been submitted to the government.

However, there are no clear plans to address Member development more broadly and to drive better cross-party working."

The Council agreed six priorities for improvement with the Audit Commission. These are set out below:

- Prioritise resources through the 2006/07 budget process and beyond in line with corporate priorities.
- Ensure effective performance, financial and risk management, in particular, and SMART (specific, measurable, achievable, realistic, time limited) and resourced corporate plan.
- Improve Members' decision-making and scrutiny.
- Improve cross party working.
- Ensure improvements in service delivery in the Benefits and Streetscene services.
- Obtain customer feedback on services and link to service improvement.

Benefit Fraud Inspection Report – Benefit Fraud Inspectorate (Jan. 2006)

This report assessed Bromsgrove District Council's administration of Housing Benefit (HB) and Council Tax Benefit (CTB) against the Department for Work and Pensions Performance Standards.

The BFI summarised its findings as follows:

"Historically, the Benefits Service had been a poor service within a poor council. Concerns about its corporate governance led to the Council entering into voluntary engagement with the Office of the Deputy Prime Minister from October 2004. A government monitoring board, led by the Office of the Deputy Prime Minister and supported by regulators and government departments, was set up and was still in place at the time of our inspection.

The Council and its auditors had previously identified many of the weaknesses we found but only limited remedial action had been taken to address them.

Bromsgrove District Council responded very positively to our inspection. It introduced a number of changes aimed at improvement following our feedback. In addition, since we conducted our inspection:

- *£230,000 of additional funding was invested in the Benefits service*

- seven key projects that aimed to build an effective infrastructure for the Benefits service were identified
- a Head of Financial Services and a Principal Benefits Officer were appointed
- a Benefits Improvement Plan was developed and endorsed by Members.

Overall, we found that Bromsgrove District Council was performing to a **Poor** Standard.

Bromsgrove District Council did not meet Standard in any of the 4 themes of Performance Standards.

There had been sustained improvement in the reported time taken to process new claims, from an average of 50 days in 2003/04 to 44 days in 2004/05, and 42 days for the first quarter of 2005/06. However, this performance was still below the Standard of 36 days.

The situation was similar for the time taken to process changes of circumstances, which had improved from an average of 19 days in 2003/04, to 14 days in 2004/05, and 13 days for the first quarter of 2005/06. Again this performance was below the Standard of 9 days.

We found that a lack of prioritisation and inefficient practices were creating unnecessary delays at each stage of the claims process. This was compounded by a failure to ensure that the evidence provided by its customers met the minimum

requirements of the Department's Verification Framework.

Members and senior officers were not aware of the very poor performance in preventing and recovering overpayments. Overpayment debt had increased by almost 400% between 2002/03 and 2004/05. We were concerned that very little action was being taken to minimise avoidable overpayments.

Performance in the application of sanctions against benefit fraudsters had improved. For example, the council applied 11 sanctions in 2002/03, increasing to 37 in 2004/05.

However, it had failed in its duty to prosecute offenders in 9 instances where fraud had been proven. This was due to delays within its Legal Services Department that need to be urgently addressed.

We found the council needed to improve the way it dealt with its customers. There were no time or quality targets for dealing with personal or telephone callers and management information was not available to monitor performance in these areas.

Management information provided to Members, senior officers and the Department was often inaccurate with performance being overstated in some cases.

We were also concerned about the lack of management assurance. We found minimal management checks were carried out, audit coverage was inadequate and audit recommendations were not implemented."




Auditor's Statutory Report on the Best Value Performance Plan – KPMG (Dec 2005)

In the introduction we noted that the Council has a statutory duty to produce a Best Value Performance Plan, what we are now calling Council Results. The Council's auditor has a statutory duty to audit the Best Value Performance Plan, to certify that we have produced one, whether it complies with the Council's statutory duties and whether it is accurate.

For the Best Value Performance Plan published on 30th June 2005 our auditors stated:

"In our opinion, Bromsgrove District Council has prepared and published its Best Value Performance Plan in all significant respects in accordance with section 6 of the Local Government Act 1999 and statutory guidance issued by the Government."



8. Recovery Plan & Future Plans

As a result of going into “Voluntary Engagement” in June 2004 the Council agreed to produce a recovery plan against the areas for improvement identified by Central Government. This recovery plan has been reported to the Government Monitoring Board (GMB) each month. The GMB monitors and guides the Council on its path to recovery.

The Council has demonstrated a strong track record of delivering against the recovery plan. As at the 31st March 2006, 88% of the plan was on target and it will be delivered by 31st March 2007. Some of the key improvements in 2005/06 have included:

- a significant improvement in our Benefits Service, in particular, an improvement in the speed of processing new benefits claims and the speed at which we process change of circumstances.
- the establishment of three non-executive boards to support the work of Cabinet and scrutinise and examine key issues for the Council. The three Boards are: the Scrutiny Steering Board, the Performance Management Board and the Audit Board.
- a significant improvement in cross party working through the establishment of a regular Group Leaders’ meeting, chairmanship and vice-chairmanship of the three Boards being held by opposition members and the attendance of Group Leaders at the Government Monitoring Board.
- the closure of six years’ worth of our financial accounts, bringing the Council’s finance up to date and enabling future financial decisions to be taken on solid foundations.
- Stronger and better financial management including a priority led 2006/07 budget, and a balanced budget.
- The agreement of a Corporate Risk Management strategy to ensure risks are identified and appropriately managed.
- Improved performance management, in particular, the development of a Top 45 set of indicators and a Corporate Health set of indicators for Members, both of which are reported to Corporate Management Team and the Performance Management Board.
- Improved ICT for the Council. New telephones will enable better service to our customers, a rationalisation of our services and better back-up facilities will ensure our systems are more reliable.
- The development of a Customer First Strategy and Communications Strategy aimed to improved the customer experience and better communicate with our customers and staff; and
- A Council wide restructure.

The Council is in a much stronger position than it was a year ago. It now has the solid foundations from which to improve services to our customers; however much remains to be done. Building on our progress in 2006/07 we plan to:

- Develop a new “improvement plan” that builds on the recovery plan and aims to significantly improve our performance indicators over the next 12 months.
- Prepare the Council for an Audit Commission CPA,
- Articulate the Council’s ambition for the District through the development of a Council Plan 2007-2010, which will have clear measures of success,
- Further integrate our performance, financial and risk management frameworks to ensure we deliver on our promises.

The following pages set out our recovery plan for the period April 2005 to March 2006 and the progress we have made.

Key:

Outcomes	This column details what will be delivered as a result of the action being completed.
Risks	This highlights the potential risks that may stop the outcome being reached.
Comments	This column details any comments about progress against the action.
G = Green	On Target
A = Amber	Small slippage by 1 month
R = Red	Slippage by more than 1 month
Gr = Grey	Not scheduled to be started.

G = Green, A = Amber, R = Red, Gr = Grey	July 05	August	September	October	November	December	January 06	February	March	Outcomes	Risks	Comments

1 Financial Planning

1.1	Develop sound, comprehensive 3 year strategic financial plan by April 05						G	G	G	G	A strategic pro-active approach to budget management over the medium term.	- Lack of staff resources - Lack of understanding of finance	Complete
1.2	Provide timely and accurate financial information to all stakeholders	G	G	G	G	G	G	G	G	G	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	- Lack of staff resources - New Heads of Service / officers - Lack of understanding of finance - Lack of understanding of systems	Monitoring reports being produced. Bank reconciliation process working. Timeline to be reviewed.

		July 05	August	September	October	November	December	January 06	February	March	Outcomes	Risks	Comments
1.3	Provide training and awareness at appropriate level to gain understanding of financial activities/systems in council	A	A	A	G	G	G	G			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"> - Lack of staff resources - New Heads of Service / officers - Lack of commitment / availability of officers / members 	Delays due to lack of resources and closedown of accounts. Scheduled to be delivered in November
1.4	Have a system of financial management that meets approval of the external assessors and complies with legislative guidance and principles of good practice	A	A	A	A	A	A	A	A	A	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"> - Lack of staff resources - New Heads of Service / officers - Lack of skills - Lack of understanding of requirements 	Delayed due to priority being given to closedown of accounts, budget monitoring improvements and delivery of financial training. To undertake initial assessment of BDC as part of the review of the medium term financial plan.

		G = Green, A = Amber, R = Red, Gr = Grey												
		July 05	August	September	October	November	December	January 06	February	March				
												Outcomes	Risks	Comments
1.5	Develop an effective system of internal control for BDC	A	A	A	G	G	G	G	G	G	G	Robust system of internal control	<ul style="list-style-type: none"> - Lack of staff resources - Staff changes - Lack of understanding / ownership - Lack of understanding of systems 	A draft Statement of Internal control has been written for closedown of accounts 2005/06. To be discussed at CMT.
1.6	Develop internal audit service that meets the requirements of external assessors and complies with legislative guidance and direction. Monitor and review delivery of 06/07 plan.	A	A	A	G	G	G	G	G	G	G	Improved system of internal control	<ul style="list-style-type: none"> - Lack of staff resources - Lack of skills - Lack of understanding of role of internal audit by officers / members - Lack of ownership by services 	Audit Board now in place - standards and protocols approved by this Board.
1.7	Provide an efficient, effective & quality revenues & benefits service that performs in upper quartile parameters	G	G	G	G	G	G	G	G	G	G	High quality Revenues and Benefits service	<ul style="list-style-type: none"> - Lack of staff resources - Lack of skills - Lack of understanding of role / importance of revenues and benefits by officers / members - Lack of ownership by services 	Performance improving. Noted in Progress Assessment.

G = Green, A = Amber, R = Red, Gr = Grey	July 05	August	September	October	November	December	January 06	February	March	Outcomes	Risks	Comments
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2 Strategic Leadership

2.1	Revise the Corporate Plan			G	G	G	G	G	G	G	To develop clear priorities to drive the MTFP.	<ul style="list-style-type: none"> - Lack of ownership by members / officers - Lack of resources - Lack of cross party agreement - Lack of focus 	"Top 45" indicators will provide this update. Fuller review for 2007/08.
2.2	Agree revised vision and core values	G	G	G	G						Achieved.	Not applicable.	Achieved.
2.3	Improve and develop partnership working arrangements, including review of LSP structure, terms of reference & protocols, assessment of LSP membership needs	G	G	G	G	G	G	G	G	G	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"> - Lack of member / officer time - Lack of resources - Lack of co-operation and commitment from partner organisations and Members of LSP 	LAA response completed. Agreed approach to
2.4	Introduce and commence a member development programme to support community and leadership roles	G	G	G	G	A	G	G	G	G	To develop members to be effective in the community as recognised leaders.	<ul style="list-style-type: none"> - Lack of commitment by members - Time demands on Members - Lack of resources / skills within organisation to deliver training programme 	

		G = Green, A = Amber, R = Red, Gr = Grey												
		July 05	August	September	October	November	December	January 06	February	March	Outcomes			
2.5	Introduce member development programme	G	G	G	G	A	A	G	G	G	Members better equipped to provide effective strategic leadership.	<ul style="list-style-type: none"> - Lack of ownership by members / officers - Lack of cross party agreement - Lack of focus 	Initial meeting with Leaders of parties to review programme to date and development of new programme. Interim Head of HR to put together proposal for 21st April.	
2.6	Develop and agree process for cross-party working	A	A	A	G	A	G	G	A	G	Effective joint working leading to improved delivery.	<ul style="list-style-type: none"> - Lack of ownership by members / officers - Lack of cross party agreement - Lack of focus 	Performance Management Board established. Audit Committee and Audit Plan agreed by Cabinet.	
2.7	Review scrutiny process	G	G	G	G	G	G	G	G		A robust and effective scrutiny process.	<ul style="list-style-type: none"> - Lack of ownership by members / officers - Lack of cross party agreement - Lack of focus 	Completed.	
2.8	Revise the Council's constitution			G	Gr	G	G	G	G	G	To clarify roles and responsibilities.	<ul style="list-style-type: none"> - Lack of ownership by members / officers - Lack of cross party agreement - Lack of focus - Lack of resources - Lack of willingness to release control 	To Council 2/5/06.	

G = Green, A = Amber, R = Red, Gr = Grey		July 05	August	September	October	November	December	January 06	February	March	Outcomes	Risks	Comments
2.9	Restructure of the Council	G	G	A	A	G	G	G	G		Structure that is more aligned to achieve the Council's priorities and the recovery plan	- Lack of resources - Lack of skills / competencies to achieve required outcomes - Good staff leaving during times of uncertainty	Completed.

3 Organisational Development

3.1	Develop a BDC leadership style and code of practice	G	G	G	G	G	G	G	A	A	Improved working relationships and an understanding of what is normal.	- Lack of resources - Lack of officer / member interest, fear and unwillingness to change	Provisional dates of 38 peer mentoring sessions agreed.
3.1	Procure and commence "Top Team" development programme via capacity building bid				G	G	G	G	G	G	To create a culture change of openness and trust between Members and officers and personal development	- Lack of resources - Lack of officer / member interest, fear and unwillingness to change	Procured. Provisional dates being agreed.
3.2	Develop a HR Strategy		G	G	A	A	R	G	G	G	To transform the culture and capability of the workforce.	- Lack of resources / skills - Lack of ownership by members / officers	People strategy to be considered by PMB and Cabinet in April.

		G = Green, A = Amber, R = Red, Gr = Grey											
		July 05	August	September	October	November	December	January 06	February	March			
											Outcomes	Risks	Comments
3.2 (a)	Develop Workforce Development Plans							G	G	G	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 resources / skills - Lack of ownership by members / officers	Paper on development of workforce plans over the summer being considered by CMT in early April.
3.3	Review and revise Employee Consultation Procedures										To ensure the Council has effective and efficient employee consultation procedures	- Lack of resources / skills - Lack of ownership by members / officers	Head of HR leading.
3.4	Review, revise and re-launch appraisal scheme for all staff across the organisation.		G	G	G	G	A	A	G		To introduce forward problem solving performance management	- Lack of resources / skills - Lack of ownership by staff	
3.4	Develop and implement appropriate Management Competencies to lead the programme of change							G	G	G	To develop all staff to possess core skills to facilitate improvement.	- Lack of resources / skills - Lack of ownership by staff - Lack of agreement from TU and staff network	Initial meeting to discuss implementation has taken place and paper to CMT on way forward in April.
3.5	Develop and launch a Middle Management Development Programme							G	G	G	To develop all middle managers to possess the core skills to facilitate improvement.	- Lack of resources / skills - Lack of ownership by members / officers	Head of HR leading.
3.6	Review Recruitment and Retention procedures										To ensure the Council has effective and efficient recruitment and retention procedures	- Lack of resources / skills - Lack of ownership by members / officers	Head of HR leading.

		July 05	August	September	October	November	December	January 06	February	March			
		G = Green, A = Amber, R = Red, Gr = Grey									Outcomes	Risks	Comments
3.7	Undertake Job Evaluation exercise and complete Single Status				G	Gr	G	G	A	G	To ensure the Council meets its obligations under the Equal Pay Act	- Lack of resources / skills - Lack of ownership by members / officers	First meeting of the working party has taken place and the project plan has been agreed.

4 Performance Management, Risk Management and Procurement

4.1	Review and improve the council's performance management processes			G	A	G	G	G	G	G	Examples of corrective action and service improvement.	- Lack of management capacity	Top 45 drafted. Business planning timetable set.
4.2	Develop a process to benchmark performance by identifying areas for improvement and implementing remedial actions	G	G	G	G	G	G	G	G	G	To develop SMART business plans which are underpinned by embedded performance management down to individual level.	- Lack of resources / skills - Lack of ownership by members / officers - Lack of focus	Top 45 drafted. Business planning timetable set.
4.3	Develop an understanding and support processes for performance management and service improvement				G	G	G	G	G		Examples of corrective action and service improvement.	- Lack of management capacity	Secondment to corporate performance team.
4.4	Develop, procure and implement procurement strategy and training	G	G	G	G	G	G	G	G	G	To obtain VFM within organisational discipline.	- Lack of resources / skills - Lack of ownership by members / officers	Initial phase completed.

		G = Green, A = Amber, R = Red, Gr = Grey											
		July 05	August	September	October	November	December	January 06	February	March			
											Outcomes	Risks	Comments
4.5	Develop, procure, deliver and implement Risk Management Strategy and training	G	G	G	A	A	A	G	G	G	To embed policies to ensure the Council's ambitions are met.	- Lack of resources / skills - Lack of ownership by members / officers	Risk Strategy to December Cabinet. Training rescheduled.
4.6	Develop an effective approach to project management				A	G	A	A	G	A	Projects delivered on time to specification.	- Lack of management capacity	

5 Communication and Consultation

5.1	Develop and implement Consultation, Communication and Marketing strategy	G	G	A	A	G	G	G	G	G	To gain a complete understanding externally and internally to individuals of the Council's ambitions.	- Lack of officer / member time - Lack of understanding / ownership	Re-programmed to March Cabinet.
5.2	Develop and implement Corporate Customer Service strategy	G	G	A	A	G	G	G	G	G	To develop a culture of customer care with employees committed to the concept.	- Lack of officer / member time - Limited staff buy in to culture change - Staff don't have tools to do the job	

G = Green, A = Amber, R = Red, Gr = Grey	July 05	August	September	October	November	December	January 06	February	March	Outcomes	Risks	Comments

6 Service improvement

6.1	Develop and agree Depot Strategy [subject to funding]	G	G	G	G	G	A	G	G	G	To provide a cost effective and efficient high performing service	<ul style="list-style-type: none"> - Lack of financial and performance information - Lack of clarity around priorities - Lack of finance 	Budget issues from strategy being finalised. Implementation Plan budget approved. Process proceeding with street cleansing elements and re-scheduling of refuse routes.
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9. Financial Information

As well as being subject to various corporate and service inspections by its regulators, the Council's financial management arrangements and our accounts are subject to annual audit. This takes a number of forms including an audit of the accounts, an assessment of the Council's Use of Resources and an update on the Progress Assessment called the Direction of Travel Statement. All of these are brought together in the Annual Audit & Inspection Letter.

Annual Audit and Inspection Letter – Audit Commission, (May 2006)

The Audit Commission summarised its findings as follows:

“Since being categorised as a poor council in 2004 the Council has made some progress. The Council is making some progress and it is tangibly a different organisation than it was two years ago, but much remains to be done before it can emerge from engagement.

There has been good progress in defining ambitions for the future but prioritisation of resources is not yet effective. Organisational capacity to deliver recovery is improving but it is still fragile, and there are areas where significant improvement is required. The pace of member development has been slow and some aspects of decision-making and scrutiny arrangements are not operating effectively.

Some services continue to perform at a good level and there have been improvements in recycling, planning processing times and more recently in benefits. However overall service performance remains below average and those services where performance is weaker tend to show less improvement.

The council has responded positively to the progress assessment. Councillors are now more actively engaged in performance management and business planning is more closely aligned to corporate priorities. Significant challenges remain in addressing councillor development and improving cross party working.

In May 2005 our inspection of E Government found that it was a fair service with uncertain prospects for improvement.

KPMG issued an unqualified opinion on the Best Value Performance Plan and the systems for producing the Performance Indicators contained within that plan.

The Council overall scored 1 out of 4 for the new use of resources assessment, indicating inadequate performance. The key areas in which it needs to progress to move to a level 2 (adequate performance) assessment are summarised in the recommendations in paragraph 17.

The accounts

During the calendar year 2005, the Council produced two years of financial statements, 2003/04 and 2004/05, delayed as a result of issues arising from the 2001/02 and 2002/03 statements of accounts; both of which included a qualified audit opinion from KPMG.

Demonstrating the improvement made by the Council over the past twelve months KPMG issued unqualified audit opinions on both the Council's 2003/04 and 2004/05 statements of accounts in November 2005 and February 2006 respectively. As a result the Council is now on track for a 2005/06 accounts and audit timetable in line with that of other local authorities.

KPMG issued a final accounts memorandum to the Council in February 2006, which contained the detailed findings, amendments and performance improvement observations arising from its audit of the two sets of accounts.

Action needed by the Council

The Council should implement the recommendations included within this report, in particular the Council:

- *needs to develop an appropriate and detailed action plan to address the issues and recommendations raised as part of the Use of Resources work;*
- *needs to ensure it reports all financial activities, particularly treasury management issues to Members to promote good governance;*

- *must enhance its performance management framework, including benchmarking its performance to enable the Council to place its improvement in context; and*
- *must further develop its risk management framework and promote a risk awareness culture through the organisation, supported by Members.*

Council performance

The Council is unique in England in that it was not subject to all aspects of Comprehensive Performance Assessment. In June 2004 the Council requested engagement with the Office of the Deputy Prime Minister. As a consequence of the council's request for engagement the Audit Commission agreed to change its approach to the council's comprehensive performance assessment. It agreed that the assessment would not take place as planned along with the other Worcestershire district councils in September 2004. As part of the agreement to do this the council was given, and accepted, a CPA category as a poor council. The council will continue to be categorised as a poor council until such time as the commission undertakes a full CPA. The timing of this assessment will be determined by the monitoring board, and it will take place when the board is satisfied that sufficient progress has been made to justify it. The Monitoring Board has not yet agreed that sufficient progress has been shown. The Council has set itself a target of coming out of engagement by March 2007.

Direction of travel report

Council services

There is a mixed picture of improvement in the Council's overall delivery of services. As illustrated by the table below, between 2002-03 and 2004-05 just over half of the Council's performance indicators have shown improvement and just under half do not. It should be noted that the majority of indicators still show below average performance for 2004-05, and those which were already below average performance show lower levels of improvement.

	Since 2002/03			
	<i>PIs that have improved</i>	<i>PIs that have not improved</i>	<i>Data only for one year</i>	
<i>PIs in 'Best' Quartile</i>	8	2	1	23%
<i>PIs in 2nd Quartile</i>	4	2	3	19%
<i>PIs in 3rd Quartile</i>	6	5	2	28%
<i>PIs in 'Worst' Quartile</i>	3	10	1	30%
	53%	48%		

Progress Assessment

Following the Council's decision to go into engagement in 2004, we have worked closely with the Monitoring Board to support the

Council in the delivery of its priorities for improvement. In December 2005 we published a progress assessment on the Council. Such progress assessments are undertaken on an annual basis on all underperforming councils

Council's actions since the progress assessment

The Council has responded positively to the progress assessment and has accepted its key messages. In many areas it has continued to make progress with plans that were in place at the time of the assessment, and further progress has been evident since. In particular progress in financial accounting has continued. Un-audited council figures show significant improvement in the benefits service.

The corporate plan has been reviewed to ensure there are more explicit targets, and monitoring systems pay particular attention where there is evidence of below average performance. Business planning has also been more closely aligned to corporate priorities.

Members have been more actively engaged in performance management through a newly established Board. Business planning has been linked more closely to corporate priorities and applied more consistently across services. There has been some progress in relationships between political groups but significant tensions remain."

Use of Resources Feedback – KPMG, (March 2006)

We have completed our assessment of Bromsgrove District Council's ('the Council', 'Bromsgrove') use of resources in accordance with the methodology and guidance issued by the Audit Commission. The results have been subject to internal and national quality assurance review arrangements, designed to ensure compliance with the methodology and guidance and to promote consistency of assessment between auditors.

The purpose of this report is to provide the Council with:

- *a summary of our findings following our work;*
- *scores based on the five areas reviewed; and*
- *an overall summary assessment.*

The Council was assessed against the Audit Commission's five Key Lines of Enquiry (KLOE). Scores were then given in accordance with the following criteria:

1 = Inadequate performance

2 = Adequate performance

3 = Performing well

4 = Performing strongly

KLOEs	Score
<i>1. Financial Reporting</i>	<i>1</i>
<i>2. Financial Management</i>	<i>1</i>
<i>3. Financial Standing</i>	<i>2</i>
<i>4. Internal Control</i>	<i>1</i>
<i>5. Value for Money</i>	<i>1</i>
Overall Score	1

10. Performance Information







Best Value Performance Indicators are chosen by Central Government and are collected and published by all Councils. The purpose is to show whether Council's services are improving over time and how they compare with those of similar Councils. In each year since their introduction in 1999/2000, changes have been made to the information collected in light of previous experience. Where indicators are new, or have been subject to significant changes of definition, it is not yet possible to look at performance trends or comparisons.

As the Council is required to collect hundreds of indicators each year, this was deemed to many to monitor so in order to provide the Council's decision-makers with some strategic focus the Council has established a Top 45 set and a Corporate Health set of indicators. These were selected using criteria reflecting such factors as current performance, importance to delivery of Council Objectives, CPA frameworks and recovery plan.

The Top 45 set of indicators is selected from those indicators which reflect the Council's performance to its customers, through the services it provides, such as planning, street cleansing, waste collection, benefits, community safety and leisure services.

The Corporate Health set of indicators is selected from those indicators which reflect how the Council is being run, such as sickness levels, payment of invoices, IT performance, and response times to customer enquiries.

Key:

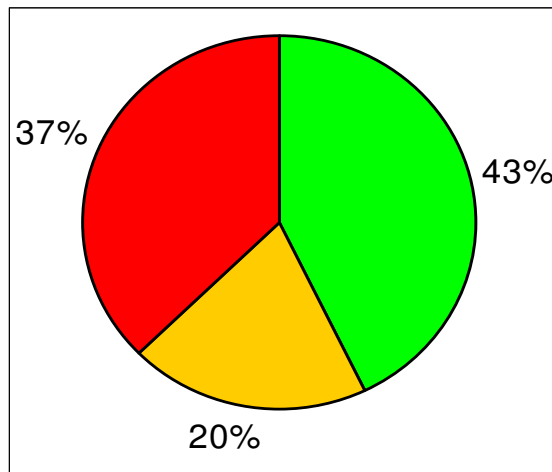
Ref.	The reference code of the BVPI
Description	The official description of the indicator
Top 45 or Corporate Health	Whether the indicator is in the Top 45 (T45) or Corporate Health (CH) set of indicators.
2004/05	The target and actual performance achieved for the year April 2004 to March 2005 inclusive
2005/06	The target and actual performance achieved for the year April 2005 to March 2006 inclusive
	Performing above target
	Performing below target within 10%
	Performing below target by more than 10%
Trend	Comparison of performance to the previous year
	Improving performance
	Steady performance
	Declining performance
2006/07 2007/08 2008/09	The target performance for the next 3 years. For some new and amended BVPIs it is not possible to provide meaningful figures

Summary of performance

Performance against targets

The following table and graph provides information on how the BVPIs are performing against targets set by the Council, where the data is available.

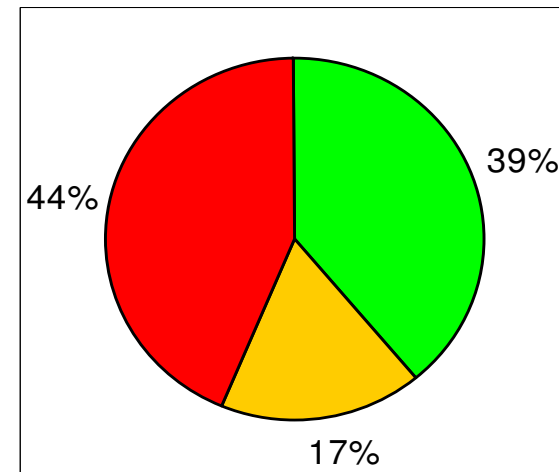
Performing above target	43%
Performing below target within 10% of target	20%
Performing below target by more than 10%.	37%



Performance Trends

The following table and graph provides information on how BVPIs are performing against previous years performance, where comparable data is available.

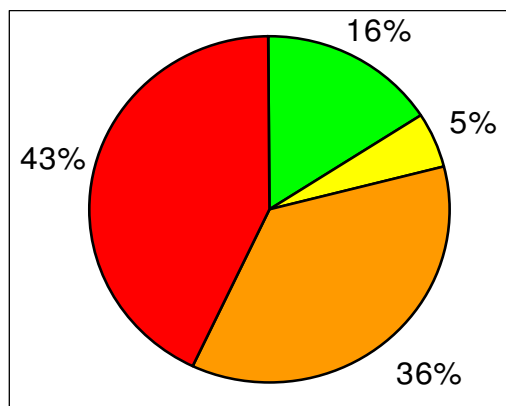
Performance Improving	39%
Performance steady	17%
Performance declining	44%



Performance Comparison

Annually performance figures are published detailing the performance of all Councils, which give quartile figures. As a Council we compare our performance against other District Councils. Quartile data is not available for all indicators, the following table, graph and summary only includes BVPIs for which data is provided by the Audit Commission.

Performance in Top Quartile	16%
Performance in 2 nd Quartile	5%
Performance in 3 rd Quartile	36%
Performance in 4 th Quartile	43%



Indicators performing in Top Quartile are:

- BV2b Duty to promote race equality.
- BV183a The average length of stay in temporary accommodation (B&B).
- BV76d Number of prosecutions and sanctions per 1,000 caseload of Housing and Council Tax Benefit.
- BV82ai The percentage of household waste that has been recycled.
- BV82bi The percentage of household waste that has been composted.
- BV106 The percentage of new homes developed on previously developed land.
- BV179 The percentage of standard searches carried out in 10 working days.

Indicators performing in the second quartile are:

- BV9 The percentage of Council Tax collected.
- BV76c Number of fraud investigations per 1,000 caseload of Housing and Council Tax Benefit.

Indicators performing in the third quartile are:

- BV8 The percentage of invoices paid within 30 days.
- BV10 The percentage of Non-Domestic Rates collected.
- BV11a The percentage of the Top 5% of earners who are women.
- BV12 The average number of working days lost due to sickness absence.

- BV157 The percentage of interactions that are enabled for electronic delivery.
- BV64 The number of vacant private sector dwellings returned to occupation.
- BV183b The average length of stay in temporary accommodation (Hostels).
- BV76a The number of claimants visited per 1,000 caseload of Housing and Council Tax Benefit.
- BV78a The average number of days taken to process new HB & CTB claims.
- BV78b The average number of days taken for processing changes in circumstances of HB & CTB claims.
- BV91a The percentage of households covered by kerbside collection of recyclables (one recyclable).
- BV204 The percentage of planning appeal decisions allowed.
- BV205 The percentage score against the quality of planning service checklist.
- BV170c The number of pupils visiting museums & galleries in organised school groups.
- BV126 The number of domestic burglaries per 1,000 households.










Indicators performing in bottom quartile are:


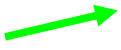

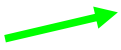



- BV11b The percentage of the Top 5% of earners who are from minority ethnic communities.
- BV14 The percentage of employees retiring early (excluding ill-health).
- BV15 The percentage of employees retiring early on grounds of ill-health.

- BV16a The percentage of employees with a disability.
- BV17a The percentage of employees from minority ethnic communities.
- BV203 The percentage change in the average number of families in temporary accommodation.
- BV79a The percentage of cases for which the amount of benefit due was calculated correctly.
- BV84 The number of kilograms of household waste collected per head of population.
- BV86 The cost of household waste collection per household.
- BV199a The proportion of land & highways assessed as having unacceptable levels of litter & detritus.
- BV166a The percentage score against the Environmental Health best practice checklist.
- BV109a The percentage of major planning applications determined within 13 weeks.
- BV109b The percentage of minor planning applications determined within 8 weeks.
- BV109c The percentage of other planning applications determined within 8 weeks.
- BV170a The number of visits/usage of museums & galleries per 1,000 population.
- BV170b The number of visits in person to museums & galleries per 1,000 population.
- BV127a The number of violent crimes per 1,000 population.
- BV128 The number of vehicle crimes per 1,000 population.

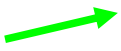
Ref	Description	Top 45 or Corporate Health	2004/05 Target	2004/05 Actual	2005/06 Target	2005/06 Actual	Trend	2006/07 Target	2007/08 Target	2008/09 Target
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Corporate Health

BV2a	The level (if any) of the Equality Standard for Local Government to which the Authority conforms.	CH	3	2	3	1		2	3	4
BV2b	The duty to promote race equality, as a % of a scorecard.	CH	47.00	42.00	53.00	71.00		80.00	80.00	90.00
BV8	Percentage of invoices paid on time.	CH	100.00	84.18	100.00	92.66		100.00	100.00	100.00
BV9	Percentage of Council Tax collected.	CH	98.50	98.60	98.70	98.30		98.80	98.80	98.90
BV10	Percentage of Non-Domestic Rates collected.	CH	98.60	97.60	99.12	98.70		98.80	99.20	99.00
BV11a	The percentage of top 5% of earners: who are women.	CH	21.43	19.05	22.70	16.88		24.00	24.00	33.00
BV11b	The percentage of top 5% of earners: from minority ethnic communities.	CH	3.57	0.00	2.20	0.00		1.50	1.50	2.20
BV11c	The percentage of top 5% of earners: with a disability.	CH	New Indicator	New Indicator	2.20	0.00	n/a	1.50	1.50	2.20
BV12	The average number of working days lost due to sickness.	CH	8.60	9.08	8.93	10.27		9.50	8.48	8.00
BV14	The percentage of employees retiring early (excluding ill-health).	CH	0.18	0.00	0.14	1.50		1.00	1.00	0.50

Ref	Description	Top 45 or Corporate Health	2004/05		2005/06		Trend	2006/07 Target	2007/08 Target	2008/09 Target
			Target	Actual	Target	Actual				
BV15	The percentage of employees retiring on grounds of ill-health.	CH	0.00	0.34	0.00	0.60		0.30	0.20	0.20
BV16a	The percentage of employees with a disability.	CH	2.00	0.55	2.00	0.86		1.20	1.20	2.50
BV16b	The percentage of the population with a disability (Census 2001).	CH	11.03	11.73	11.73	11.73		11.73	11.73	11.73
BV17a	The percentage of employees from minority ethnic communities.	CH	1.16	0.40	1.16	0.70		1.00	1.00	2.50
BV17b	The percentage of population from minority ethnic communities (Census 2001).	CH	1.16	2.20	2.18	2.20		2.20	2.20	2.20
BV156	The percentage of Authority buildings' public areas that are suitable and accessible to the disabled.	CH	75.00	75.00	85.00	75.00		85.00	85.00	85.00
BV157	The percentage of interactions that are enabled for electronic delivery.	CH	75.00	63.95	100.00	70.34		Indicator Deleted	Indicator Deleted	Indicator Deleted

Housing

BV64	The number of vacant private sector dwellings returned in occupation.	T45	3	2	3	3		4	5	6
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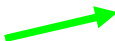

Ref	Description	Top 45 or Corporate Health	2004/05 Target	2004/05 Actual	2005/06 Target	2005/06 Actual	Trend	2006/07 Target	2007/08 Target	2008/09 Target
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Homelessness

BV183a	The average length of stay in temporary accommodation – B&B.	T45	3.00	1.00	2.00	0.00		0.00	0.00	0.00
BV183b	The average length of stay in temporary accommodation – hostel.	T45	5.00	8.61	8.00	16.00		8.00	8.00	6.00
BV202	The number of people sleeping rough on a single night within the local authority.	T45	<10	<10	<10	<10		<10	<10	<10
BV203	The percentage change in the average number of families in temporary accommodation.	T45	-12.00	-5.23	-3.00	31.04		-10.00	-10.00	-20.00
BV213	Housing Advice Service: Preventing homelessness.	T45	New Indicator	New Indicator	Not Set	0.49	n/a	1.5	1.5	2.0
BV214	The percentage of homeless households who suffer homelessness within 2 years.	T45	New Indicator	New Indicator	Not Set	2.86	n/a	3.00	2.86	2.00





Housing Benefit and Council Tax Benefit


BV76a	Number of claimants visited, per 1,000 caseload.	T45	230.00	221.80	230.00	215.00		260.00	260.00	305.00
BV76b	Number of fraud investigators, per 1,000 caseload.	T45	0.36	0.26	0.36	0.45		0.48	0.48	0.48

Ref	Description	Top 45 or Corporate Health	2004/05		2005/06		Trend	2006/07 Target	2007/08 Target	2008/09 Target
			Target	Actual	Target	Actual				
BV76c	Number of fraud investigations, per 1,000 caseload.	T45	70.00	56.84	61.70	47.5		67.87	67.87	72.00
BV76d	Number of prosecutions and sanctions, per 1,000 caseload.	T45	6.50	6.57	5.83	10.00		6.79	6.79	6.79
BV78a	The average number of days taken for processing new claims.	T45	40.00	44.16	39.75	37.81		35.78	33.00	27.00
BV78b	The average number of days taken for processing changes in circumstances.	T45	10.00	14.92	12.00	11.88		10.80	6.80	8.00
BV79a	The percentage of cases for which the amount of benefit due was calculated correctly.	T45	99.00	98.80	99.00	96.00		99.00	99.00	100.00
BV79bi	The percentage of recoverable Housing Benefit (in-year) overpayments that have been recovered.	T45	New Indicator	New Indicator	79.00	68.05	n/a	79.00	79.00	81.00
BV79bii	The percentage of recoverable HB (all-years outstanding) overpayments recovered.	T45	New Indicator	New Indicator	48.00	47.39	n/a	55.00	55.00	57.00
BV79biii	The percentage of recoverable HB (all-years outstanding) overpayments written-off.	T45	New Indicator	New Indicator	5.00	10.20	n/a	6.00	6.00	7.00


Ref	Description	Top 45 or Corporate Health	2004/05		2005/06		Trend	2006/07 Target	2007/08 Target	2008/09 Target
			Target	Actual	Target	Actual				

Waste and Cleanliness

BV82ai	The percentage of household waste that has been recycled.	T45	22.00	14.61	21.00	19.95		21.50	22.00	24.00
BV82aii	The tonnage of household waste that has been recycled.	T45	New Indicator	New Indicator	7638.16	8361.92	n/a	9010.52	9220.10	10058.26
BV82bi	The percentage of household waste that has been composted.	T45	4.50	9.60	11.00	20.62		21.50	22.50	23.50
BV82bii	The tonnage of household waste that has been composted.	T45	New Indicator	New Indicator	3992.52	8641.33	n/a	9010.52	9429.62	9848.71
BV84a	The number of kilograms of household waste collected per head of population.	T45	392.00	410.7	406.00	468.8		445	435	425
BV84b	The percentage change in the amount of household waste collected.	T45	New Indicator	New Indicator	3.57	14.16	n/a	9.61	9.61	-2.30
BV86	The cost of household waste collection.	T45	Not Set	No data	Not Set	71.19	n/a	70.00	70.00	70.00
BV91a	Percentage of households covered by kerbside collection of recyclables (one recyclable).	T45	100.00	91.0	94.0	91.9		94.0	97.7	96.0
BV91b	Percentage of households covered by kerbside collection of recyclables (two recyclable).	T45	New Indicator	New Indicator	94.0	91.9	n/a	94.0	97.7	96.0






Ref	Description	Top 45 or Corporate Health	2004/05		2005/06		Trend	2006/07 Target	2007/08 Target	2008/09 Target
			Target	Actual	Target	Actual				
BV199a	The proportion of land & highways assessed as having unacceptable levels of litter and detritus.	T45	30.00	36.00	25.00	26.0		20.0	15.0	13.0
BV199b	The proportion of land & highways assessed as having unacceptable levels of graffiti visible.	T45	New Indicator	New Indicator	25.00	6.0	n/a	5.0	5.0	3.0
BV199c	The proportion of land & highways assessed as having unacceptable levels of fly-posting visible.	T45	New Indicator	New Indicator	25.00	1.0	n/a	1.0	1.0	1.0
BV199d	The year-on-year reduction in number of incidents and increase in number of enforcement actions in relation to fly-tipping.	T45	New Indicator	New Indicator	Not Set	4	n/a	4	3	2




Environment and Environmental Health

BV166a	The percentage score against the Environmental Health best practice checklist.	T45	80.00	70.00	70.00	70.00		70.0	80.0	90.0
BV216a	The number of sites of potential concern with respect to land contamination.		New Indicator	New Indicator	Not Set	1812	n/a	1815	1815	1815
BV216b	The percentage of identified sites for which sufficient details are available for decisions.		New Indicator	New Indicator	Not Set	0.61	n/a	2	3	5




Ref	Description	Top 45 or Corporate Health	2004/05		2005/06		Trend	2006/07 Target	2007/08 Target	2008/09 Target
			Target	Actual	Target	Actual				
BV217	The percentage of pollution control improvements to existing installations completed on time.		New Indicator	New Indicator	Not Set	100.00	n/a	90	90	90
BV218a	The percentage of new reports of abandoned vehicles investigated within 24 hours of notification.	T45	New Indicator	New Indicator	100.00	93.09	n/a	100.00	95.00	95.00
BV218b	The percentage of abandoned vehicles removed within 24 hours of legal entitlement.	T45	New Indicator	New Indicator	75.00	100.00	n/a	100.00	95.00	95.00

Planning

BV106	The percentage of new homes built on previously developed land.	T45	90.00	92.77	90.00	92.00		67.00	67.00	67.00
BV109a	The percentage of major planning applications determined within 13 weeks.	T45	70.00	48.39	55.00	35.00		55.00	59.00	72.00
BV109b	The percentage of minor planning applications determined within 8 weeks.	T45	75.00	81.25	77.00	57.00		77.00	77.00	77.00
BV109c	The percentage of other planning applications determined within 8 weeks.	T45	87.00	88.08	89.00	67.00		89.00	89.00	89.00
BV179	The percentage of standard searches carried out in 10 working days		100.00	100.00	100.00	100.00		Indicator Deleted	Indicator Deleted	Indicator Deleted

Ref	Description	Top 45 or Corporate Health	2004/05		2005/06		Trend	2006/07 Target	2007/08 Target	2008/09 Target
			Target	Actual	Target	Actual				
BV200a	Was a Local Development Scheme submitted by 28/03/05 and a 3 year rolling programme maintained.	T45	Yes	Yes	Yes	Yes		Yes	Yes	Yes
BV200b	Have the milestones in the LDS been met.	T45	New Indicator	New Indicator	Yes	No	n/a	Yes	Yes	Yes
BV200c	Has an annual monitoring report been published by December 2005.	T45	New Indicator	New Indicator	Yes	Yes	n/a	Yes	Yes	Yes
BV204	The percentage of planning appeal decisions allowed.	T45	40.00	23.1	40.0	32.0		40.0	29.0	29.0
BV205	The percentage score against the quality of planning services checklist.	T45	72.00	83.3	89.00	78.00		100.0	89.0	89.0

Culture and Related Services

BV170a	The number of visits/usage of museums & galleries per 1,000 population.	T45	25.00	24.31	28.00	21.24		25.00	30.00	30.00
BV170b	The number of visits in person to museums & galleries per 1,000 population.	T45	24.00	23.08	26.00	12.93		16.00	24.00	24.00
BV170c	The number of pupils visiting museums & galleries in organised school groups.	T45	750.00	539.00	800.00	474.00		600.00	600.00	800.00

Ref	Description	Top 45 or Corporate Health	2004/05		2005/06		Trend	2006/07 Target	2007/08 Target	2008/09 Target
			Target	Actual	Target	Actual				
BV219a	The total number of conservation areas.	T45	New Indicator	New Indicator	10	10	n/a	10	11	11
BV219b	The percentage of conservation areas with an up-to-date character appraisal.	T45	New Indicator	New Indicator	10.00	10.00	n/a	30.00	50.00	80.00
BV219c	The percentage of conservation areas with published management proposals.	T45	New Indicator	New Indicator	0.00	0.00	n/a	10.00	30.00	50.00

Community Safety and Well-being

BV126	The number of domestic burglaries per 1,000 households.	T45	15.20	13.80	13.10	8.86		12.45	11.79	11.13
BV127a	The number of violent crimes per 1,000 population.	T45	17.40	14.40	13.80	14.25		13.11	12.42	11.73
BV127b	The number of robberies per 1,000 population.	T45	New Indicator	New Indicator	0.66	0.44	n/a	0.63	0.59	0.56
BV128	The number of vehicle crimes per 1,000 population.	T45	13.20	11.40	10.70	9.71		10.16	9.62	9.09
BV174	The number of racial incidents reported to the Council per 100,000 population.		0.00	0.00	0.00	0.00		0.00	0.00	0.00
BV175	The percentage of those racial incidents that have resulted in further action.	T45	100.00	n/a	100.00	n/a	n/a	100.00	100.00	100.00

Ref	Description	Top 45 or Corporate Health	2004/05		2005/06		Trend	2006/07 Target	2007/08 Target	2008/09 Target
			Target	Actual	Target	Actual				
BV225	The percentage score against a checklist for actions against domestic violence.	T45	New Indicator	New Indicator	72.00	68.00	n/a	78.00	85.00	90.00
BV226a	The total amount spent on advice and guidance provided by external organisations.		New Indicator	New Indicator	341,120	333,715	n/a	338,225	348,033	358,25
BV226b	The percentage of the money spent, given to organisation holding the CLS Quality Mark.		New Indicator	New Indicator	33.50	34.15	n/a	33.50	33.50	33.50
BV226c	The total amount spent on advice and guidance on housing, welfare benefits and consumer matters provided by the Council.		New Indicator	New Indicator	Not Set	32,521	n/a	32,521	32,521	32,521



11. Statement of Contracts

The Council will ensure that, in relation to the transfer of staff under a Best Value contract, it will incorporate the requirements of the Code of Practice on Workforce Matters in Local Authority Contracts as a principle of any tendering exercise.

12. Glossary of Terms

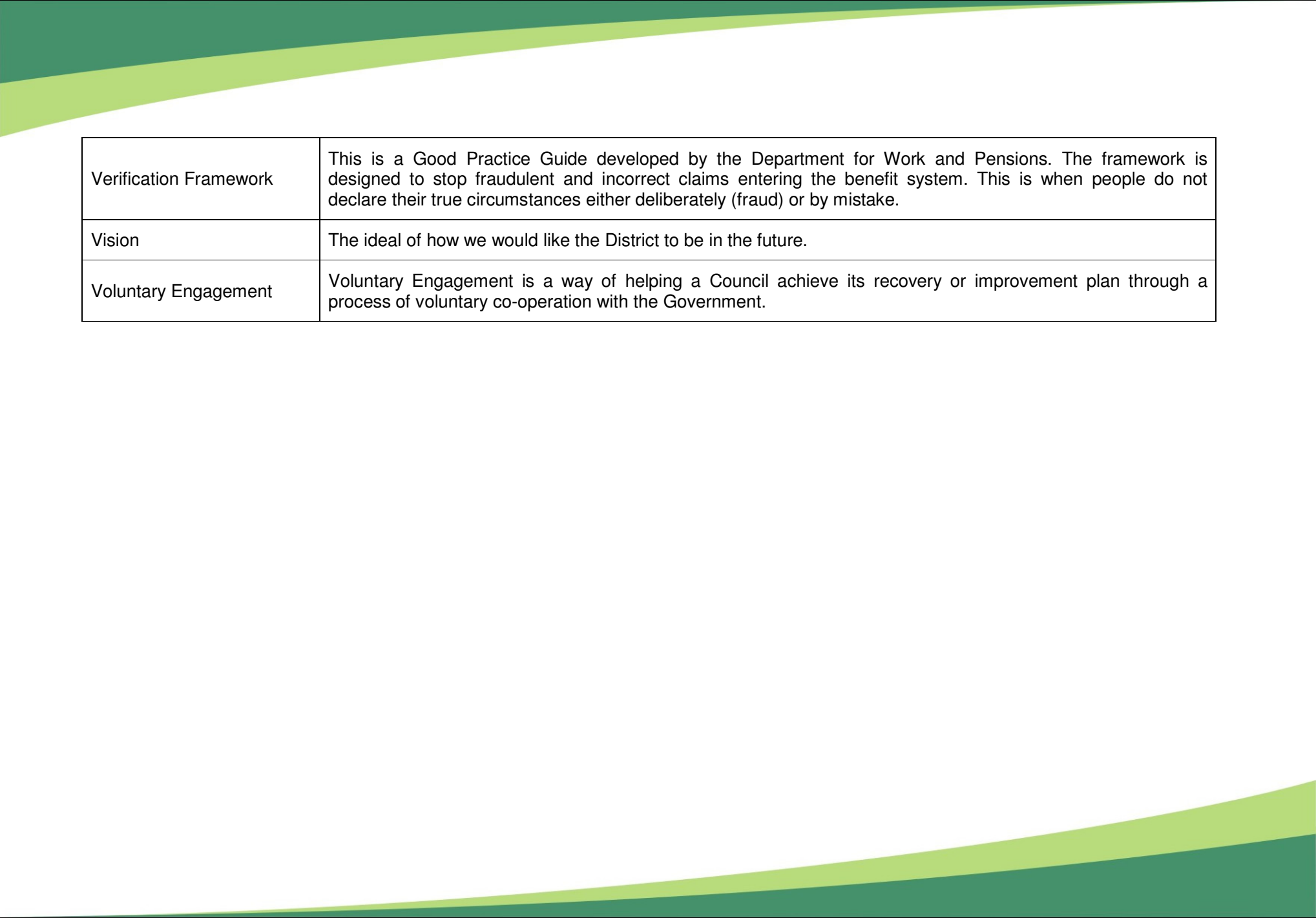
Affordable Housing	Subsidised housing provided by an organisation allocating on the basis of need. Dwellings normally made available for rent but may also include subsidised home ownership, such as shared ownership, where a Registered Social Landlord (or LA) retains an interest.
Aims	The general outcomes that are to be achieved through actions or activities.
Artrix	The Artrix is Bromsgrove Arts Centre, which offers music, theatre, dance, cinema and visual arts. It can be found adjacent to NEW College from either or School Drive, Bromsgrove. http://www.artrix.co.uk/
Audit	A check that an organisation is making proper use of its facilities and finances.
Audit Commission	A Government body that has responsibility for examining the work of local authorities.
Benefits Fraud Inspectorate (BFI)	Part of the Department for Work and Pensions, which inspects social security benefit administration and counter-fraud activity in local authorities and the Department's benefit paying service. To reduce fraud within the social security system.
Best Value	A principal designed to make sure that the Council continually improves its services and offers value for money and a statutory duty as per the Local Government Act 1999.
Best Value Performance Indicators (BVPIs)	Government defined measures that can be used to assess the Council's achievements across various areas.
Best Value Performance Plan (BVPP)	An annual report which outlines how the Council has performed against what it said it would do. Councils whose CPA rating is 'Good' or 'Excellent' are no longer required to produce a Best Value Performance Plan, and are only formally required to publish BVPI results, three year targets and a statement on contracts.

Business Start Ups	The Council sponsors 25 new business starts each year with free training and start-up grants.
CALC	County Association of Local Councils. This is an association to represent Parish and Town Councils within Worcestershire.
Community Strategy	A long-term vision for the District of Bromsgrove. The strategy co-ordinates the actions of public, private and community organisations in meeting the needs and priorities of local communities. Under the Local Government Act 2000, all local authorities are required to work in partnership with the community, businesses, the voluntary sector and other public sector partners to develop a long-term strategy to promote the social, economic and environmental well being of their local communities.
Community (Neighbourhood) Wardens	Wardens work with residents and agencies in areas of Bromsgrove to provide a quick response to residents. The warden's role is threefold: Crime prevention and easing the public fear factor, Improving the environment, and community development.
Comprehensive Performance Assessment (CPA)	An external assessment by the Audit Commission which makes a judgement on the whole of the Council to compare us with other Councils.
Corporate Governance	The system by which local authorities direct and control their functions and relate to their communities.
Corporate Management Team	Senior decision making officers made up of: Chief Executive, Corporate Director (Resources), Corporate Director (Services), Assistant CEO, Head of Culture & Community Services, Head of E-Government & Customer Services, Head of Financial Services, Head of Legal & Democratic Services, Head of Planning & Environment Services and Head of Streetscene & Waste Management.
Corporate Plan	This sets out what the Council is going to do and how it is going to do it over the next three years.
Council Objectives	The goals for the Council to get closer to achieving our vision.

Customer Service Centre	<p>This is the first point of contact for members of the public to get in contact with the Council. It is located on School Drive as part of the Dolphin Centre building.</p> <p>Services currently available are: Council Tax, Business Rates, Benefit enquiries, payment facilities, bus passes, Blue Badge permits, car park permits, Environmental Health queries, and Depot services.</p>
Deprivation Ranking	<p>A national ranking of all 354 Councils, on how deprived the area is. With 1 being the most deprived area in the country. Currently Bromsgrove is ranked 293.</p>
Dolphin Centre	<p>This is the Council's leisure centre in School Drive, Bromsgrove. Facilities include swimming pools (main & leaner), sports hall, fitness suite and café.</p>
EDC system	<p>The EDC system is the Audit Commission's Electronic Data System, an online system that is used to collect all Local Authorities Best Value Performance Indicator data.</p>
Government Monitoring Board (GMB)	<p>This board was established when the Council went into Voluntary Engagement, and is made up of Government Officials (ODPM/DCLG), the External Auditors (KPMG), the Audit Commission, Government Office West Midlands, mentor official from another authority, and is attended by senior management and group leaders of the political parties of Members. Its responsibility is to monitor the Council's progress with the aim of coming out of Voluntary Engagement.</p>
Government Office West Midlands (GOWM)	<p>The regional office of Central Government, based in Birmingham, which provides guidance and regulation to local authorities.</p>
Homelessness	<p>A person is statutorily homeless if they do not have accommodation that they have a legal right to occupy, which is accessible and physically available to them (and their household) and which it would be reasonable for them to continue to live in. It would not be reasonable for someone to continue to live in their home, for example, if that was likely to lead to violence against them (or a member of their family).</p>

Information, Communication Technology (ICT)	<p>Infrastructure – The Council's ICT infrastructure is the technical platform upon which all core Council services rely. The platform is made up of Computer Servers, Business Applications and a network.</p> <p>Spatial project – The Spatial project covers how we will sort out multiple datasets and give the authority clean, accurate and usable data that will form the cornerstone of developing our services, and will enhance all points of delivery to our citizens.</p> <p>Intranet – A website accessed internally by the Council employees containing information.</p>
Key Lines of Enquiry (KLoE)	These are set out by the Audit Commission and are detailed questions that help to inform our inspection judgements. They are used by our inspection teams, but we also publish them to help audited and inspected bodies with their own assessments.
KPMG	The Council's external auditors.
Local Strategic Partnership (LSP)	A family of partnerships and organisations that is working to a common aim – to improve the quality of life in the District.
Major Projects	Areas identified as being critical towards successfully delivering the Council's improvement.
Members	Members of the Council (Councillors) that are elected every 4 years at Local Government Elections, the next elections in the District are in May 2007.
ODPM	<p>The Office of the Deputy Prime Minister, this is a former department of the Government, which had responsibility for Local Government matters.</p> <p>This department has now become the Department for Communities and Local Government (DCLG), following the Cabinet reshuffle in May 2006.</p>
Performance Management Framework	Sets out the processes by which Members, officers and citizens can monitor how the Council is performing.

Quartile(s)	There are 4 quartiles: Top, second, third and Bottom. They are calculated by ranking all the Councils in order of performance (from 2004/05) then taking the Top 25%, second 25%, third 25% and bottom 25%. To attain top quartile performance for an indicator in 2005/06, then performance must be above that of the bottom level of the top 25%.
Quest	Quest is the UK Quality Scheme for sport and leisure. Quest defines industry standards and good practice and encourages their application and development in a customer-focused management framework.
Recovery Plan	This is the document that was drawn up when the Council entered Voluntary Engagement. It sets out the Council's aims and objectives to enable it to come out of recovery.
Risk Management	Risk Management is the logical and systematic method of identifying, analysing, evaluating, treating, monitoring and communicating risks associated with any activity, function or process in a way that enables organisations to minimise losses and maximise opportunities.
Shopmobility	A scheme run by the Council, to help people who have an impairment with their mobility visit the town of Bromsgrove through the loan of electric scooters, powered wheelchairs, and self-propelled wheelchairs. It is located on Level 1 of the Churchfields Multi-story car park, and is open 9am – 4pm Monday to Friday.
Strategic Housing	This is the responsibility for assessing the housing needs of the District, the development of housing strategies to meet those needs identified, and enabling the provision of affordable housing and schemes to support private sector renewal.
Streetscene	This refers to all open areas within the district such as parks, roads, paths car parks etc. and covers what is included as part of them such as litter bins, benches.
Target(s)	A fixed goal or objective which results in improvement.
Values	The fundamental principles that guide the way the Council works.



Verification Framework	This is a Good Practice Guide developed by the Department for Work and Pensions. The framework is designed to stop fraudulent and incorrect claims entering the benefit system. This is when people do not declare their true circumstances either deliberately (fraud) or by mistake.
Vision	The ideal of how we would like the District to be in the future.
Voluntary Engagement	Voluntary Engagement is a way of helping a Council achieve its recovery or improvement plan through a process of voluntary co-operation with the Government.

BROMSGROVE DISTRICT COUNCIL

EXECUTIVE CABINET

6TH SEPTEMBER 2006

BROMSGROVE PARTNERSHIP – LOCAL STRATEGIC PARTNERSHIP UPDATE

Responsible Portfolio Holder	Councillor Roger Hollingworth
Responsible Head of Service	Hugh Bennett, Assistant Chief Executive

1. SUMMARY

- 1.1 To update Cabinet Members on the new arrangements for the Local Strategic Partnership (LSP) and its relationship to the democratic process.

2. RECOMMENDATIONS

- 2.1 It is recommended that Cabinet:
- a) Note Government thinking on LSPs.
 - b) Endorse the priorities of the Bromsgrove Partnership (3.18).
 - c) Endorse the new arrangements for the Bromsgrove Partnership (3.17), (3.19).

3. BACKGROUND

- 3.1 The Office of the Deputy Prime Minister (ODPM), as was, produced a consultation paper at the beginning of the year on “Local Strategic Partnerships: Shaping Their Future”. The aim of the consultation paper was to “re-examine the role, governance and capacity of LSPs and Community Strategies both in terms of short term changes and more radical longer term adjustments”.
- 3.2 What is clear from the paper is that the continuance of LSPs is not subject to debate. Local authorities continue to have a statutory duty of “well being” for their localities under the Local Government Act (2000), which the Government envisages being delivered through LSPs. It is worth noting at this stage, that the consultation paper suggests introducing a similar statutory duty for all other local organisations to ensure they are actively involved in LSPs, what is being referred to as a “duty of co-operation”. Cabinet Members will also remember that the draft Key Lines of Enquiry for District Council Corporate Assessment also make specific reference to partnership working.
- 3.3 Key Line of Enquiry 1. Ambition for the Community

Evidence that:-

- Ambitions are consistent with countywide partners and shared amongst all partner organisations and understood by staff and the local community.
- Councils and partner organisations work together to assess changes in statutory responsibilities, to analyse demographic characteristics and trends, to consider the findings of performance monitoring, to identify gaps and shortfalls in provision and Councils and partner organisations work together to assess the likely availability of resources.
- Working with the County Council where relevant, the Council demonstrates community leadership through its ability to work in partnership with the statutory, community, voluntary, business and private sectors to add value and deliver against its ambitions and priorities.
- The Council is effective in ensuring that partnership working is productive and sustainable and that accountability in partnerships is clear and robust.

3.4

Why is the Government so committed to LSPs? The basic thinking is around joined up government with four dimensions.

Service delivery

3.5

There have been some high profile cases in the news in recent years: the Victoria Climbié case, the Soham murders, of agencies not working together with terrible consequences. Whilst these types of cases are more at a county level; Members are very aware of some of the service provision issues we face with regard to grass cutting, highways etc. that fall between agencies, which could potentially be resolved through improved partnership working.

Tackling Difficult Social Issues

3.6

The best example of how partnership working can impact on difficult social issues are the statutory Crime and Disorder Reduction Partnerships. These have placed a statutory duty on a number of organisations to work together to an agreed action plan and measures, for tackling crime and disorder. They have enabled the Police to increase other partners awareness of the impact of their actions on crime and disorder, for example licensing policy, taxi rank positions, designing out crime by closing off alley ways etc. An example in the health sector includes the GP referral scheme, in which a PCT and leisure services work in partnership to improve people's life expectancy through developing positive exercise habits. In the economic development sector, JobCentrePlus, the private sector and Councils have worked together to place the long term unemployed into permanent work.

“Place Shaping”

3.7

The Lyons Enquiry talks about Council's “place shaping” i.e. developing and delivering long-term visions for our communities. Council's have a unique role to play in this “place shaping” at a local level, being

democratically elected; however, the experience of urban regeneration is that Councils have neither the resource or expertise to undertake such work alone.

Citizen Engagement

3.8

Rather than have numerous local organisations undertaking separate consultation and engagement, LSPs offer the opportunity to have a more joined up approach to public consultation, which is more efficient and avoids consultation overload.

4. LSPs: SHAPING THEIR FUTURE

4.1 The consultation paper sets out a number of issues which the Government wishes to address:-

- Increased commitment to the LSP system.
- An evolved role for the local authority Members in LSPs.
- Clarity of strategic direction.
- Improved LSP support for neighbourhood management.
- Improved capacity.

Increased Commitment to the LSP Model

4.2 The Government is looking to build commitment through developing the community leadership agenda for Members, making clear that LSPs are subject and accountable to the democratic process and through a statutory duty of co-operation for our partners.

4.3 The Government sees the primary role of Community Strategies to be to deliver sustainable communities, which balance and integrate the sometimes competing economic, social and environmental goals of an area and are “communities where people want to live and work”. A particularly current example for the District is affordable housing: we have had a sustained period of economic growth and population growth, which has led to the District having the highest house prices in Worcestershire and a subsequent imbalance in our housing market. It is suggested by Government that a long term Member objective for the next ten years should be:-

“....developing the effectiveness of the community leadership role of councils in relation to the range of local services that contribute to the well-being of an area and strengthening the relationship between local partners”.

4.4 The emphasis on the “community leadership” role of the local authority is vital as it points to the way in which leadership should be exercised i.e. “in partnership rather than command”. The Council’s draft new Vision for includes the words “where people want to live and work” and “community leadership”.

- 4.5 The Government appears to want to build commitment through reminding local authorities that they ultimately remain the “accountable body” for LSPs, in other words, LSPs are not a separate legal entity that usurp the democratic process (or decision-making process of any other local organisation) and reminding councils that LSPs also offer councils increased influence over the policies and structures of partner agencies.
- 4.6 The third approach to increasing commitment being considered by the Government is to introduce a statutory “duty to co-operate” on other local organisations, so for example, BDHT would have to co-operate with the Bromsgrove Partnership by law.

An Evolved Role for the Local Authority Members in LSPs

- 4.7 The Local Strategic Partnerships: Shaping their Future, consultation paper states that an LSP is accountable to a local authority, as “ultimate responsibility for the LSPs actions rests here”. The consultation paper reminds readers that Members have a “unique role” within their locality as the democratically elected representatives of their communities and that LSPs are not separate legal entities, the accountable body, is the Council. The Paper goes on to recognise that the precise role of Members is not widely understood. The Paper identifies a number of ways in which Members should be involved in an LSP:-

- On the LSP Board, in their role as community leaders. Although not in the consultation paper, Government thinking suggests Boards should be chaired by Members.
- Through scrutiny, the LSP Board should be held to account for the delivery of its priorities.
- Through the formal decision-making process of the Council, so for example, the Community Strategy should be agreed by Executive Cabinet and Full Council (the LSP Board cannot make decisions about Council business without Council agreement).
- Through Member involvement in neighbourhood forums and committees e.g. Partners And Communities Together.

- 4.8 The new LSP Board (see 3.19 below), is currently chaired by a private sector representative, Mark Weaver, but the Leader of the Council is on the Board. The County and Parish Councils also have Member representation.

- 4.9 The Performance Management Board’s work programme for the year contains 6-month reviews of the work of the LSP Board and a formal review of the Community Strategy, which will go forward to Executive Cabinet and Full Council.

Clarity of Strategic Direction

- 4.10 At a conference in Worcestershire last year, the then Interim Chief Executive of Swindon Borough Council, Sir Michael Pitt, pointed out that the only common denominator across the country with LSPs was that they

contained at least 30 people; in other words, they lacked a clarity of purpose and direction. Sir Michael suggested that form should follow function i.e. priorities should be set and a small strategic board of less than 10 people should be selected based on these priorities. The Bromsgrove Partnership Board has been restructured along these lines. Four priorities have been identified:-

- The redevelopment of Bromsgrove town centre.
- Affordable housing and inclusive living.
- The redevelopment of the Longbridge site.
- The Local Area Agreement targets.

4.11 The Board has also agreed to reduce itself to a more manageable number:-

- Mark Weaver (Weaver PLC and Chairman).
- Roger Hollingworth (Leader of the Council).
- Kevin Dicks (Acting Chief Executive of the Council).
- Mike Brown (Chief Executive BDHT).
- Charlie Hill (Chief Inspector West Mercia Police).
- Sue Baxter (County Associations of Local Councils).
- Tricia Burton (Vice Principal, New College).
- Ann Sowton (Chief Officer, Bromsgrove and Redditch Network).
- Debbie Hamilton-Jones (County Council)
- Liz Altay (Consultant in Public Health, Redditch & Bromsgrove PCT)

Improved LSP Support for Neighbourhood Management

4.12 The Consultation Paper is clear about LSP Boards' accountability to the democratic process. The Paper also points out that LSPs must involve non-executive Members, community representatives and the public. The Council is fortunate in this respect, as the PACT meetings already provide a strong start in this respect. It is important to note that we are talking about improved LSP support for neighbourhood management. The Council has had some initial discussions with the County Council on piloting neighbourhood management. Both the District and County Council are clear that while these will require support from our partners they will be led by Members.

Improved capacity

4.13 The Consultation Paper identifies a number of issues:-

- the need for LSP Boards to be supported by appropriately skilled staff in performance management, policy, planning, data collection, analysis, evaluation and communication;
- the need for improved skills on LSP Boards, in particular, the ability to integrate social, economic and environmental issues to address an area's wider or more long term environmental impacts;
- the funding of this support.

- 4.14 The Council's Corporate Communications, Policy and Performance Team currently support the Bromsgrove Partnership Board, with some additional support from the County Council. At full capacity, the Team has the ability to support the Board.
- 4.15 Improved skills for the Board is an area that has not been considered previously. This is not an immediate priority, but could be addressed in 2007/08.
- 4.16 The Council is currently funding most of the support for the LSP Board; conversely, the Police are currently funding PACT. Experience from other councils suggests that an initial focus on who is paying for what can reduce LSP Boards to inaction as a result of arguments over small amounts of funding. It is suggested that the initial focus should be on the performance of the Board, against its agreed priorities, with a review of funding being conducted in the medium term once the new LSP Board is more established.

5 Financial Implications

- 5.1 Continued support in staff time for the LSP Board from the Council's Corporate Communications, Policy and Performance Team.

6. Legal Implications

- 6.1 There are no legal implications.

7. Corporate Objectives

- 7.1 The Bromsgrove Partnership's priorities have considerable synergy with the Council's new draft priorities.

8.1 Risk Management

- 8.1 The Council requires an effective LSP Board in order to deliver on our Vision for the District.

9. Other Sub Headings

9.1 Procurement Issues

None.

9.2 Personnel Implications

None.

9.3 Governance/Performance Management Considerations

The Bromsgrove Partnership is accountable to the Council and the Council's Performance Management Board will receive 6 monthly progress reports.

9.4 Community Safety Considerations

The Community Safety Partnership comes under the umbrella of the Bromsgrove Partnership.

9.5 Policy Considerations

Local Strategic Partnerships: Shaping their Future, ODPM (2006).

9.6 Environmental Considerations

The Better Environment Theme Group comes under the umbrella of the Bromsgrove Partnership.

9.7 Equalities Implications

None.

Background Papers

The papers used in the preparation of the report should be listed (you do not need to list background papers if the report includes exempt information and any document which has been published does not need to be referred to as a background paper).

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BROMSGROVE DISTRICT COUNCIL

EXECUTIVE CABINET

6th SEPTEMBER 2006

CORPORATE RISK REGISTER

Responsible Portfolio Holder	Councillor R. Hollingworth
Responsible Head of Service	Head of Legal and Democratic Services

1. SUMMARY

- 1.1. The purpose of this report is to present for approval the Corporate Risk Register of the Council.

2. RECOMMENDATION

- 2.1 It is recommended that the Executive Cabinet endorses:
- 2.1.1 the Corporate Risk Register.
 - 2.1.2 the change to the Risk Matrix

3. BACKGROUND

- 3.1. As Members will recall a key component of the Recovery Plan is to implement a risk management strategy and to embed it into the culture of the organisation. The Executive Cabinet, approved on 18th January 2006 the Council's Risk Management Strategy.
- 3.2. Risk management is the process of identifying risks, evaluating their potential consequences and determining the most effective methods of controlling them or responding to them. The aim of risk management is to improve awareness of the consequences of risk-taking activities, reduce the frequency of 'loss events' occurring, and minimise the severity of their consequences if they do occur.
- 3.3. A key feature of the strategy is the development of a programme of actions to raise the awareness of risk management within the Council, both at member level and at all levels of management. Once that programme has been completed, the strategy will need to be reviewed and adapted to reflect the increased knowledge and awareness of the subject - it is felt that the review of the strategy and the approach should be undertaken in February / March next year in order to allow it to bed in.
- 3.4. A number of training and awareness raising events have been held as follows:
- Risk Management Steering Group
 - Risk Officers
 - Cabinet and Senior Officers*
 - Other Members **

- * The session with Cabinet and Senior Officers was not only an awareness raising session but also a facilitated session to identify the corporate risks facing the authority. This has formed the basis for the Corporate Risk Register presented here.
 - ** The session with other members was also used to identify any additional corporate risks
- 3.5. Following the training and awareness raising events the risk matrix was amended (to that in the original strategy) to reflect best practice. The revised matrix is attached at Appendix A and members are requested to endorse it.
- 3.6. At the session held with Cabinet and Senior Officers the following corporate risks were identified:
- Requirements of the Civil Contingencies Act – ability of the Council to respond to an emergency / incident.
 - Financial management is being embedded across the Council but there is still a lack of skills and capacity to do this properly
 - Resources are being targeted at services that are part of the recovery process but this means that other services are excluded from this.
 - The Council has difficulties with recruitment and retention across pockets of the organisation.
 - The Council has to enter into a number of partnerships to deliver key services
 - Corporate leadership – member / officer relations. There is a lack of clarification of responsibilities and a lack of trust
 - A new health and safety policy is in place and whilst there are examples of good practice it still needs to be fully embedded. A health and safety culture has not previously existed.
 - There is uncertainty around possible local government reorganisation and the Council lacks a clear position on this at the moment.
 - The Council is undergoing the recovery process but member / officer and member / member relations still need to be improved
 - The Council has to enter into a number of partnerships to deliver key services.
 - There has been a lack of / inappropriate investment in IT and training.
 - Inward investment in the area has been falling and there is a lack of vision as to what the district should look like
- 3.7. The session held with other members on 20th April 2006 identified some other potential risks to be included in the Corporate Risk Register. They are as follows (together with officers views on whether they should be included on the Corporate Risk Register or not):
- Lack of communication (both internally and externally) - *included within corporate risk register*
 - Disability Discrimination Act (insufficiency and facilities not being compliant) – risk widened out to include Equalities and Diversity (inc. DDA and equal opportunities)
 - Equality opportunities - *risk widened out to include Equalities and Diversity (inc. DDA and equal opportunities)*
 - Employment Law (Financial risk) – *included within the HR & OD Service Risk Register*
 - Some Community Services – *included within Culture and Community Services risk register as appropriate*

- County / District Roles – lack of clarity of communication – *felt that this overlaps into LG reorganisation, partnership and communication risks and as such should be covered there*
- Insufficient regard to effective training / professional development – *lack of investment – There was an initial risk identified as lack of investment in IT & training risk. This has been split in two, one for lack of investment in IT and the other, lack of investment in training.*
- Personal appraisals – lack of commitment – *Felt that this is included in the training risk - lack of investment in personal development and training of staff?*
- Stress management / bullying – *felt that this should be covered in HR & OD risk register and escalated to the corporate risk register if appropriate*
- Lack of financial resource to deliver effective services (balanced by realistic expectations) – *felt that this is covered by “Resources are being targeted at services that are part of the recovery process but this means that other services are excluded from this.”*

3.8. Since the training and awareness raising sessions were held the Risk Management Steering Group have been continuing work to develop the Corporate Risk Register. Work has included scoring the risks and identifying mitigating actions. The Corporate Risk Register has been endorsed by Corporate Management Team and is attached at Appendix B for members endorsement.

3.9. In addition to the work on the Corporate Risk Register work has been ongoing to develop the departmental risk registers. The first draft of these is now complete and is currently under review by the Risk Management Steering Group. As part of this work there may be items included within the Departmental Risk Registers that should be included on the Corporate Risk Register – the process for this is as described in Appendix C.

3.10. The timetable for review of the risk register is as attached at Appendix D, however this is subject to review as each departmental register is reviewed.

4. Project Risk Registers

4.1. The Council as part of its normal day to day operations will undertake a series of projects and it is essential as part of this that risk management is a key consideration. The Council has just agreed a new project management methodology and risk management is a key component of that with specific risk registers to accompany the project plan. Items such as Job Evaluation for example will therefore have their own risk register (but will appear in summary on the corporate risk register for completeness).

5. Council Priorities

5.1. The Council is currently reviewing its Council Plan and once that is completed the corporate risk register will need to be reviewed to ensure that it addresses / reflects all of the Councils priorities.

6. Assurance Framework

6.1. Some Councils have taken risk management further by the development of an assurance framework. An assurance framework provides a simple but comprehensive method for the effective and focused management of the principal risks to meeting the Council’s objectives. It also provides a structure for the

evidence to support the Statement on Internal Control. This simplifies Member reporting and the prioritisation of action plans, which in turn allow for more effective performance management.

6.2. The key processes in establishing an Assurance Framework identify that the Council should:

- Establish the principal objectives as identified in the corporate plan
- Identify the principal risks that may threaten the achievement of these objectives
- Identify and evaluate the design of key controls intended to manage these principal risks, underpinned by core controls assurance standards
- Set out the arrangements for obtaining assurance on the effectiveness of key controls across all areas of principal risk
- Evaluate the assurance across all areas of principal risk
- Identify positive assurances and areas where there are gaps in controls and / or assurances
- Put in place plans to take corrective action where gaps have been identified in relation to principal risks
- Maintain dynamic risk management arrangements including a well founded risk register

6.3. The Council will work with its appointed auditors (KPMG) to progress this.

7. Corporate Considerations

7.1. It is vital that members, directors and seniors managers have the necessary commitment and drive in assisting with the implementation of this strategy. Management at every level is responsible and accountable for managing the risks to which its area is exposed.

8. Financial Implications

8.1. None.

9. Legal Implications

9.1. None.

10. Corporate Objectives

10.1. This report seeks to complement the Council's objective to be an efficient and effective Council.

11. Risk Management

11.1. Contained in this report.

12. Other Sub Headings

12.1. None

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

Background Papers

Minutes of the Executive Cabinet
Departmental Risk Registers

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Risk matrix

Likelihood:

A = Very High

B = High

C = Significant

D = Low

E = Very Low

F = Negligible

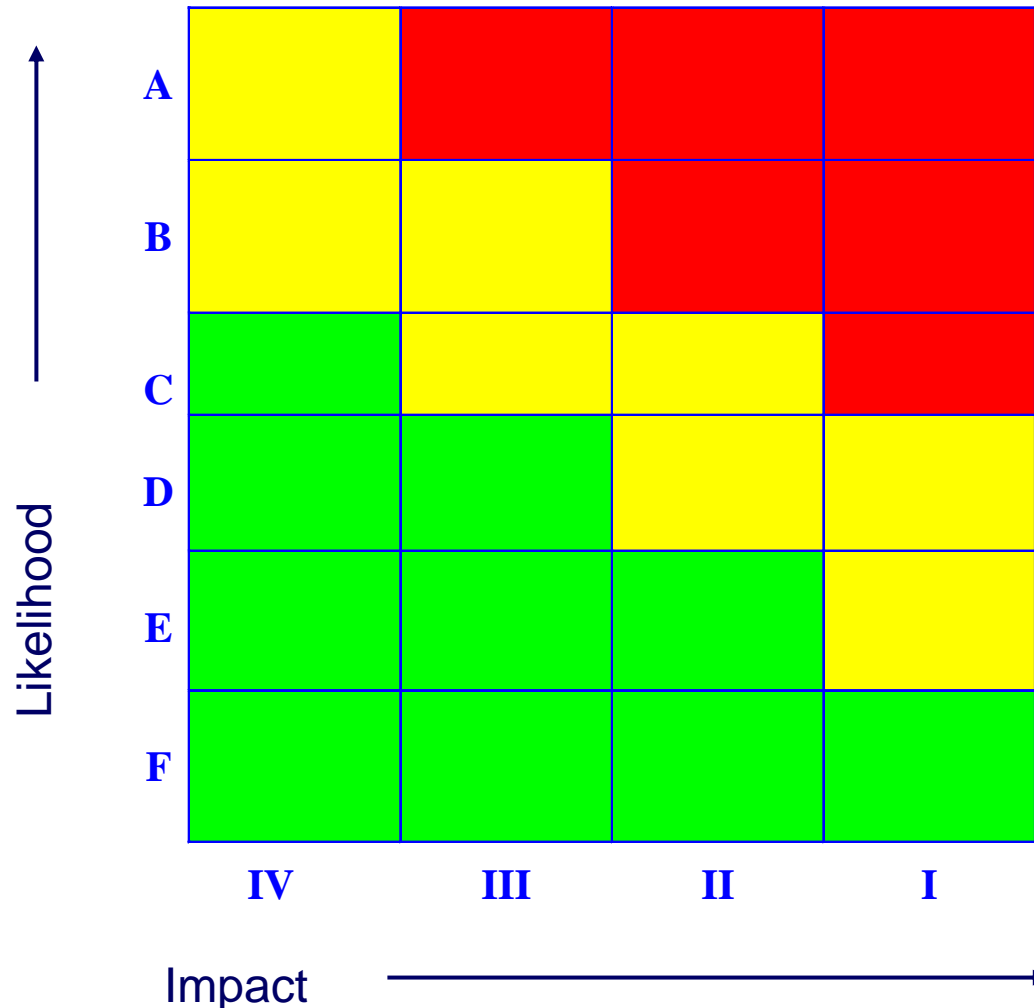
Impact:

I = catastrophic;

II = critical;

III = marginal;

IV = negligible



Bromsgrove District Council – Risk Register

Service Area: Corporate

Risk Ref. No.	Area of risk (Vulnerability)	Trigger	Consequence	Risk Mitigation procedures / Controls in place	Residual Risk Score (per matrix)	Actions Planned	By Whom / By When	Retained Risk Score (per matrix)
STRAT1	Financial management is being embedded across the Council but there is still a lack of skills and capacity to do this properly.	Ineffective financial management	<ul style="list-style-type: none"> • Possible intervention • Service delivery suffers • Budget overspends • Council not sustainable • Political fall-out • Reputation undermined • Staff morale declines • Increase in fraud and losses 	<ul style="list-style-type: none"> • Training programme in place to address issues at member / officer level • Resources increased in accountancy under restructure to ensure designated service accountants • Additional resources devoted to Internal Audit under restructuring • Audit Board created • Anti-fraud and corruption strategy • Procurement Strategy • Budget monitoring procedures • Contract Standing Orders reviewed • Action plan to address Use of Resources developed as part of Improvement Plan • Project management framework developed 	B1	<ul style="list-style-type: none"> • Internal Control framework being reviewed • Improvements to linkage between financial management and Performance Management • Portfolio holders to take on greater responsibility for financial matters • Further improvements to budget monitoring • Review of Financial Regulations • Continued training events 	<p>CE Sept 2006</p> <p>ACE / HoFS Sept 2006 onwards</p> <p>Portfolio Holders Sept 2006</p> <p>HoFS Sept 2006 and ongoing</p> <p>HoFS Sept 2006</p> <p>Ongoing</p>	D2

Risk Ref. No.	Area of risk (Vulnerability)	Trigger	Consequence	Risk Mitigation procedures / Controls in place	Residual Risk Score (per matrix)	Actions Planned	By Whom / By When	Retained Risk Score (per matrix)
				<ul style="list-style-type: none"> Improved linkage between financial and performance management 				
STRAT2	Corporate leadership – member / officer relations. There is a lack of clarification of responsibilities and a lack of trust.	Fragmented decision making	<ul style="list-style-type: none"> Low morale Key staff / members leave Resentment Poor decisions Poor strategic direction Reputation undermined Blame culture Poor staff and member relations Lack of staff empowerment Clarity of roles and responsibilities for members / officer Draft member development programme in place 	<ul style="list-style-type: none"> Constitution in place which contains a member and officer code of conduct 	B2	<ul style="list-style-type: none"> Member development programme out to contract – will seek to ensure opportunities for shared learning events with officers in order to help build trust / confidence Review of Financial Regulations CMT to engage with Group Leaders as a collective Raise awareness of constitution and working arrangements Empowering staff – by improving management competence and implementing other initiatives such as staff suggestion scheme 	<p>Head of L&DS Sept 2006</p> <p>HoFS Sept 2006</p> <p>CE / Leader Sept 2006</p> <p>Head of L&DS Sept 2006</p> <p>CE / Leader Sept 2006</p>	C2
STRAT3	The Council is undergoing the recovery process but member / officer and member / member relations still need to be improved.	Poor officer / member relations leads to intervention	<ul style="list-style-type: none"> Loss of democratic control Loss of key personnel Loss of credibility / reputation Difficulties with 	<ul style="list-style-type: none"> New leader has regular meetings with group leaders Other political groups now occupy key roles – e.g., Chairman of Audit Board 	C2	<ul style="list-style-type: none"> Action needed to get back benchers more involved Take action to address members bypassing officers and approaching 	<p>Leader Sept 2006</p> <p>Head of L&DS & Head of HR & OD</p>	C3

Risk Ref. No.	Area of risk (Vulnerability)	Trigger	Consequence	Risk Mitigation procedures / Controls in place	Residual Risk Score (per matrix)	Actions Planned	By Whom / By When	Retained Risk Score (per matrix)
			recruitment <ul style="list-style-type: none"> Loss of morale Loss of local input 	<ul style="list-style-type: none"> Other actions see STRAT2 		junior staff – development of formalised procedures	Sept 2006	
STRAT4	Requirements of the Civil Contingencies Act – ability of the Council to respond to an emergency / incident.	Ineffective response to an emergency/Incident	<ul style="list-style-type: none"> Failure to meet statutory obligations Impact on the public Possible litigation Reputation undermined Possible injuries / loss of life Major disruption to services Impact on other partners 	<ul style="list-style-type: none"> Emergency Planning Officer in place Emergency Plan in place Emergency Plan responsibility assigned to a specific section/member of staff (Corp Dir – Services) 	B1	<ul style="list-style-type: none"> Develop emergency procedures Review Emergency Plan Training for staff Increase Staff Awareness Improve links with partnership organisations Arrange testing of systems / processes Ensure corporate support 	CD (S) Sept 2006	C2
STRAT5	Inappropriate/Inadequate investment in IT and training.	<ul style="list-style-type: none"> System fails to meet the need of most services Technology failure, virus corruption, supplier failure, data loss, corruption to GIS base 	<ul style="list-style-type: none"> Fail to maximise the benefits of technology Breakdown in relationship with public Business continuity implications Data lost Service failure / inefficient delivery Lose out on funding Loss of revenue Financial implications Loss of efficiencies 	<ul style="list-style-type: none"> Commitment to investment in IT systems Controlled access to systems Staff training on systems Firewalls/Security Back up systems New IT infrastructure in place Helpdesk 	D2	<ul style="list-style-type: none"> PC Audit Full integration of all systems (subject to business case) Structured approach to business case/specifications Ensure corporate support Disaster recovery Council systems upgraded and supported 	Head of e-Gov and CS Dec 07	E3
STRAT6	The Council has to enter into a number of partnerships to	A key partnership fails	<ul style="list-style-type: none"> Service delivery suffers. 	<ul style="list-style-type: none"> Local Strategic Partnership. 	C3	<ul style="list-style-type: none"> Local Area Agreements. 	ACE – ongoing	D4

Risk Ref. No.	Area of risk (Vulnerability)	Trigger	Consequence	Risk Mitigation procedures / Controls in place	Residual Risk Score (per matrix)	Actions Planned	By Whom / By When	Retained Risk Score (per matrix)
	deliver key services.	to work properly.	<ul style="list-style-type: none"> • Reputation undermined. • Financial implications. • Tensions with partners. • Missed opportunities. • Difficult to engage with other partners. 	<ul style="list-style-type: none"> • Service Agreements. • Partnership meetings. • Financial Regulations. • Contract Procedure Rules. • Corporate Project Management Methodology. 		<ul style="list-style-type: none"> • Performance Management and monitoring. • Chief Officer and Senior Manager Project Management training. • Clear measurable objectives for key partnerships (i.e. LSP, Community Safety, Strategic Housing, etc.). • Risk assessments for current partnerships. • Corporate partnership registers. • Corporate objectives aligned with project objectives. 	<p>ACE ongoing</p> <p>Head of e-Gov & CS Sept 2006 onwards</p> <p>ACE Dec 2006</p> <p>Appropriate Heads of Service Dec 2006 ACE Dec 2006</p> <p>CE Dec 2006</p>	
STRAT7	The Council has to enter into a number of partnerships to deliver key services.	Fail to engage effectively with partnerships.	<ul style="list-style-type: none"> • Missed opportunities. • Financial implications. • Reputation undermined. • Efficiency undermined / economies missed. • Impact on quality of services. • Fail to meet 	<ul style="list-style-type: none"> • Local Strategic Partnership. • Service Agreements. • Partnership meetings. • Financial Regulations. • Contract Procedure Rules. • Corporate Objectives. • Corporate Project Management Methodology. 	B3	<ul style="list-style-type: none"> • Corporate approach to identifying partnerships. • Chief Officer and Senior Manager Project Management training. • Risk assessments for current partnerships. 	<p>ACE Dec 2006</p> <p>Head of e-Gov & CS Sept 2006 onwards</p> <p>Appropriate Heads of Service</p>	C3

Risk Ref. No.	Area of risk (Vulnerability)	Trigger	Consequence	Risk Mitigation procedures / Controls in place	Residual Risk Score (per matrix)	Actions Planned	By Whom / By When	Retained Risk Score (per matrix)
			corporate objectives.			<ul style="list-style-type: none"> Corporate partnership registers. Corporate objectives aligned with project objectives. 	Dec 2006 ACE Dec 2006 CE Dec 2006	
STRAT8	Lack of communication (both internally and externally)	Negative publicity / feedback from staff / members	<ul style="list-style-type: none"> Members / staff not informed / involved with what is going on in council leading to duplication / waste of resources Poor public perception of the Council 	<ul style="list-style-type: none"> Core brief Staff forums Walk the floor Team Briefs Emails from SMT as required Communications strategy 	C2	<ul style="list-style-type: none"> Actions planned as per Communications strategy 	ACE Dec 2006	D3
STRAT9	Equalities and Diversity (inc. DDA and equal opportunities)	Council fails to fully address equalities and diversity agenda	<ul style="list-style-type: none"> Legal challenge as to Council's approach Damages Damaged reputation Judicial review 	<ul style="list-style-type: none"> Equality Assistant in place Draft Inclusive Equalities Scheme out for consultation Training in equalities undertaken – all staff / members Review of Council against equality standards by new officer 	B2	<ul style="list-style-type: none"> Workforce planning activity Impact assessment workshops Service impact assessments Improve collection and analysis of data relating to demographics of the community at service and corporate level Individual service Equality action plans 	HoHR&OD Oct 2006 HoL&DS Sept 2006 HoS Sept 2006 HoS Sept 2007 HoS (over 3 year timescale)	D3

Risk Ref. No.	Area of risk (Vulnerability)	Trigger	Consequence	Risk Mitigation procedures / Controls in place	Residual Risk Score (per matrix)	Actions Planned	By Whom / By When	Retained Risk Score (per matrix)
						<ul style="list-style-type: none"> • Consultation with community on draft Inclusive Equalities Scheme • Publication of draft Inclusive Equalities Scheme 	<p>HofL&DS Dec 2006</p> <p>HofL&DS Dec 2006</p>	
STRAT10	Lack of investment in personal development and training of staff/managers	Results of Employee survey and IiP assessment and PDR outcomes.	<ul style="list-style-type: none"> • Council not achieving objectives through lack of capacity and poor performance • Poor morale and organisational climate • Staff leave due to lack of development opportunities • Staff not adequately prepared for changes in tasks and responsibilities • Managers not equipped to manage effectively • Reputation prevents Council recruiting staff • Failure to meet statutory duties • Potentially failing services • Inefficient use of Council staff resources 	<ul style="list-style-type: none"> • Training officer in post • Capacity Building Funding received • Training directory in place • Significant increase in corporate training budget • Revised process for allocation of training budget • People strategy • Annual PDR 	C1	<ul style="list-style-type: none"> • Workforce planning activity • Management development strategy • Management team building • Management competencies • Management conferences • Coaching and mentoring • Succession plan for staff and managers • Investigate NVQ and basic skills courses for staff • Professional competencies • Action plan from IiP and Survey working group 	<p>HoHR&OD Oct 2006</p> <p>Oct 2006</p> <p>Oct 2006</p> <p>Oct 2006</p> <p>Oct 2006</p> <p>By Mar 2007 from workforce plan - ongoing</p> <p>June 2006</p> <p>Mar 2007</p> <p>Ongoing</p>	E2

Risk Ref. No.	Area of risk (Vulnerability)	Trigger	Consequence	Risk Mitigation procedures / Controls in place	Residual Risk Score (per matrix)	Actions Planned	By Whom / By When	Retained Risk Score (per matrix)
STRAT11	Resources are being targeted at services that are part of the recovery process but this means that other services are excluded from this.	Unable to sustain key services at an acceptable level	<ul style="list-style-type: none"> • Failure to deliver statutory targets • Key staff leave • Financial implications • Impact on CPA • Adverse effect on partnerships • Possible intervention • Lack of service delivery • Council not customer focused 	<ul style="list-style-type: none"> • Benchmarking in place for some service areas • Quarterly review of Business Plans & Performance Indicators • Financial Performance monitored on a monthly basis • Training bids • New Council structure • Recovery plan modified into improvement plan including release of additional resources 	B2	<ul style="list-style-type: none"> • Balanced scorecard to be used to determine Council priorities • Development of VFM strategy and embedding it within Business Planning Processes • Service standards to be developed and communicated • Benchmarking to be adopted for all service areas • Workforce planning activity • Improve links with organisations 	<p>By Member(s)/ SMT&CMT Nov 06</p> <p>HoFS & ACE Dec 06</p> <p>HoS Oct 06</p> <p>HoS Oct 06</p> <p>HoHR&OD Oct 06</p> <p>HoS ongoing</p>	D3
STRAT12	The Council has difficulties with recruitment and retention across pockets of the organisation.	Fail to recruit / retain staff in key areas e.g. planning / revenues and benefits	<ul style="list-style-type: none"> • Failing services • Sickness levels increase • Staff have to cover gaps • Low morale • Financial implications • Corporate governance at risk 	<ul style="list-style-type: none"> • Greater awareness and appreciated by Members of existing difficulties and underlying reasons. • New Head of HR & OD starting 3rd July 2006. • Increased training and development opportunities • Focus on PDR process 	B2	<p>Close liaison between relevant Heads of Service, and Head of HR & OD to explore areas of difficulty, and possible solutions</p> <p>Portfolio Holders to act as spokesmen for relevant service areas in Enhancing member appreciation</p> <p>Brainstorming session with relevant staff in affected departments to consider alternative means of service provision</p>	Head of HR&OD July 2007	C2

Risk Ref. No.	Area of risk (Vulnerability)	Trigger	Consequence	Risk Mitigation procedures / Controls in place	Residual Risk Score (per matrix)	Actions Planned	By Whom / By When	Retained Risk Score (per matrix)
						Head of Service to consider outsourcing opportunities / alternative service delivery mechanisms HR Strategy (including review of recruitment and retention policies and practices and advertising methods) Improvements to Council Job evaluation Workforce planning (including succession planning)		
STRAT13	A Health and Safety culture does not exist throughout the Council generally, where all levels of Management are committed to establishing sound safety management and embrace their Health and Safety responsibilities.	<ul style="list-style-type: none"> • A serious incident occurs • Health and Safety Executive standards not being fully met. • Health and Safety profile not high enough on the senior management agenda. • Insufficient 	<ul style="list-style-type: none"> • Possible injuries / loss of life • Possible litigation • Financial implications • Reputation undermined • Low morale • Service delivery affected 	<ul style="list-style-type: none"> • Updated Health and Safety Policy in conjunction with a Health and Safety work programme. • A comprehensive training programme to include Councillors and Senior Management. • Voluntary Engagement with the Health and Safety Executive under the 'Revitalising Safety' programme, which will involve participation from all 	B2	Review of all the major existing policies and procedures : <ul style="list-style-type: none"> • Risk Assessment. • Manual Handling. • Accident Reporting. • Control of Substances Hazardous to Health (COSHH). • Display Screen Equipment. • Stress Management • Slips and trips Management • Workplace transport • Violence at Work 	HSA Sept 2006 Sept 2006 Sept 2006 Sept 2006 Oct 2006 Jan 2007 Oct 2006 Dec 2006 August 2006 October	D2

Risk Ref. No.	Area of risk (Vulnerability)	Trigger	Consequence	Risk Mitigation procedures / Controls in place	Residual Risk Score (per matrix)	Actions Planned	By Whom / By When	Retained Risk Score (per matrix)
		health and safety training at all levels.		the key players within the Council to include :- Elected Members, Senior Management, HR, Health and Safety Advisors and the Trade Unions.		<ul style="list-style-type: none"> • Lone Working • Working at height Review of : <ul style="list-style-type: none"> • Risk assessments and practices. • Inspections Carry out audits of : <ul style="list-style-type: none"> • C. House • Depot • Sports Centres • Play areas Senior Management to promote Health and Safety to rank equally with other business functions, and to ensure that HOS and Managers carry out their health and safety responsibilities in accordance with the Corporate Health & Safety Policy.	2006 Jan 2007 AHSA HOS MANAGER Dec 2006 AHSA Aug 2006 CEO CD(S) ASP – Dec 2006	
STRAT14	There is uncertainty around possible local government reorganisation and the Council lacks a clear position on this at the moment.	The Council is unable to influence the agenda at a local level	<ul style="list-style-type: none"> • Decisions / outcomes imposed by others • Possible loss of staff • Impact on service delivery • Stagnation • Low staff morale • Possible intervention • Missed 	<ul style="list-style-type: none"> • Regular item on agendas for SMT/CMT to discuss developments or check levels of awareness. • Leader and CEO to undertake maximum liaison with counterparts and external organisations to ensure 	A3	Timely updates to feature in Core Brief Headline item in Staff Forums or Staff Briefing Sessions lead by CEO and Leader Leader to include updates in “Leader’s Announcements” item at Council meetings	ACE Ongoing CE + Leader Ongoing Leader Ongoing	A3

Risk Ref. No.	Area of risk (Vulnerability)	Trigger	Consequence	Risk Mitigation procedures / Controls in place	Residual Risk Score (per matrix)	Actions Planned	By Whom / By When	Retained Risk Score (per matrix)
			opportunities	<p>participation in local discussions and emergence of strategy</p> <ul style="list-style-type: none"> Staff bulletins on shared services and reorganisation 		Monitor developments and proactively engage in the process	Leader & CE Ongoing	
STRAT15	Inward investment in the area has been falling and there is a lack of vision as to what the district should look like.	Lack of community leadership	<ul style="list-style-type: none"> Fragmented decisions and development Missed opportunities Unplanned approach Fail to meet community needs Lack of community engagement Impact on age profile in the district 	<ul style="list-style-type: none"> Local Development Framework in development Corporate Plan in place Community Plan in place Town Centre Development Group Economic Development 	B3	<ul style="list-style-type: none"> Destination Marketing Partnership in development Develop Inward Investment Strategy (incorporating economic development) Develop a 10 year vision for the district (review community plan) Reviewing Council Plan Develop Consultation Strategy 	<p>HoC&CS Oct 06</p> <p>CD (S) Mar 2007</p> <p>CE Mar 2007</p> <p>ACE Nov 2006 ACE Dec 2006</p>	D3
STRAT16	Job Evaluation and Single Status	See separate project risk register						
STRAT17	Poor Data quality	Inaccuracies in data leading to poor / misinformed decisions	<ul style="list-style-type: none"> Service delivery suffers / fails Budget overspends Political fall-out Reputation undermined Fail to meet community needs Poor score from 	<ul style="list-style-type: none"> Performance Indicator certificates Report protocols Data standards (web) Internal process reviews, i.e. Internal Audit. 	A1	<ul style="list-style-type: none"> Spatial project (data cleanse) Learning from other councils Internal Audit testing to consider 	<p>Head of e-Government and Customer Services Dec 2007</p> <p>Internal Audit Aug 2006</p>	A2

Risk Ref. No.	Area of risk (Vulnerability)	Trigger	Consequence	Risk Mitigation procedures / Controls in place	Residual Risk Score (per matrix)	Actions Planned	By Whom / By When	Retained Risk Score (per matrix)
			auditors against data quality key lines of enquiry.			data quality issues. <ul style="list-style-type: none"> • Appointment of additional Corporate Policy and Performance Officer. • Publication of data quality strategy • Development of action plan against data quality key lines of enquiry. • 	ACE Sept 2006. ACE Nov 2006 ACE Nov. 2006.	
STRAT18	Intervention	<ul style="list-style-type: none"> • Performance Indicators falling • Failure to deliver Improvement PI 	<ul style="list-style-type: none"> • Intervention 	<ul style="list-style-type: none"> • Improvement Plan in place which focuses attention on areas of concern • Additional resources to be introduced to address areas of concern • Executive Cabinet leading on improvements • PMB in place to monitor progress 	A1	<ul style="list-style-type: none"> • Staff champions identified and will be used to help us address the agenda • PDR's used to focus attention 	CMT / Cabinet Ongoing	C3

Risk Management Process

1. Ongoing Process and escalation route
 - 1.1. Once the initial departmental and corporate risk registers have been developed the process does not end there – indeed it has just started! A draft timetable has been developed (attached) whereby all departmental risk registers are reviewed by RMSG on a quarterly basis however this will be finalised once all departmental risk registers have been reviewed – so that those identified as having the most significant risks are reviewed first.
 - 1.2. Any risks identified within the Departmental Risk Register that the Risk Management Steering Group identify as corporate in nature will be included within the Corporate Risk Register – thus ensuring that both registers are comprehensive.
 - 1.3. With regard to the ongoing process it is the responsibility of each member of staff to immediately bring to the attention of their departmental risk officer and thus to the Head of Service any new risks that are identified. It is the Head of Service responsibility to ensure that this is suitably recorded on the departmental risk register and mitigating actions put in place. Any risks that are categorised as red should be immediately notified to the Risk Management Steering Group for their consideration and inclusion (if necessary) on the Corporate Risk Register.
 - 1.4. Consideration of departmental risk registers should be a regular item on the team meeting agenda to ensure that risk registers are up to date, comprehensive and all risks are being actively managed. It is suggested that initially these be discussed monthly. As the system and indeed risk management becomes more embedded this could possibly move to quarterly.

RISK REGISTER - REVIEW TIMETABLE

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Completion of a strategic risk register.									
Completion of departmental risk registers.									
Agreement to review schedule for departmental risk registers.									
Agree escalation route for new risks									
Monthly tasks:									
Review of departmental risk registers									
Culture and Community									
Street Scene and Waste Management									
Planning and Environment									
Financial Services									
e-Government and Customer Services									
Legal and Democratic Services									
HR & OD									
Chief Executives Office									
Corporate Policy and Communications									
Consideration of new risks identified									
Quarterly tasks:									
Review of strategic risk register									

Notes:

1. Timetable for review of risk registers will be based on an initial assessment of the risk registers

BROMSGROVE DISTRICT COUNCIL

EXECUTIVE CABINET

6th September 2006

AUDIT BOARD

18th September 2006

2005/06 Interim Memorandum

Responsible Portfolio Holder	Councillor Roger Hollingworth / Councillor Rita Taylor
Responsible Head of Service	Acting Chief Executive

1. SUMMARY

- 1.1. The Audit Commission and Council's External Auditor (KPMG LLP) has issued the 2005/06 Interim Memorandum (Appendix A). This was issued to Officers of the Council in draft form at the end of June and has been amended to take account of the majority of those comments. It also includes the management response to the recommendations.

2. RECOMMENDATIONS

- 2.1 Members are asked to consider the 2005/06 Interim Memorandum and, subject to any comments they may wish to make, to accept it.
- 2.2 Members are asked to endorse the management response to the Audit and Inspection Letter recommendations.

3 BACKGROUND

- 3.1 Attached at Appendix A is the 2005/06 Interim Memorandum which reports the significant findings from work undertaken by KPMG LLP (the Council's appointed auditors) as part of the 2005/06 Audit and Inspection Plan. The memo focuses on two main areas:
- **Use of Resources**, covering the Council's:
 - Management arrangements to ensure data quality
 - Progress on risk management
 - Arrangements for approving significant capital projects
 - **Audit of Accounts**, incorporating:
 - The Council's systems of internal control
 - The Council's arrangements for the preparations of its 2005/06 Statement of Accounts
- 3.2 Whilst the Memo does on the whole reflect the improvements made by the Council and its current position it is not felt that the significant progress made by Internal Audit over the last 18 months is accurately represented. The Memo acknowledges that Internal Audit has implemented all the recommendations included in KPMG's

previous report, however, the direction of travel and level of improvement is not quantified.

3.3 In my opinion, as Section 151 Officer during the period under review, the improvements made during 2005/06 have seen a significant improvement in the quality and performance of the Internal Audit section and as such an improvement in the corporate governance of the Council.

3.4 The Memo does contain a series of Recommendations and a Management response has been included. Members are asked to endorse the Management response.

4. FINANCIAL IMPLICATIONS

4.1 None.

5. LEGAL IMPLICATIONS

5.1 None.

6. OTHER SUB HEADINGS

6.1 None

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

Background Papers

None

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INFRASTRUCTURE, GOVERNMENT AND HEALTHCARE

2005/06 Interim Memorandum

Bromsgrove District Council
July 2006

AUDIT

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Purpose and responsibilities

Purpose

KPMG LLP is the appointed auditor of Bromsgrove District Council ("the Council"). Our audit is undertaken in accordance with the Audit Commission's *Code of Audit Practice* ("the Code").

Our work was carried out in accordance with the audit elements of the 2005/06 Audit and Inspection Plan. This report records the significant findings arising from our interim visit and is divided into two sections that correspond with the 2005/06 Audit and Inspection Plan.

1) **Use of Resources**, covering the Council's:

- management arrangements to ensure data quality;
- progress on risk management; and
- arrangements for approving significant capital projects.

2) **Audit of Accounts**, incorporating:

- the Council's systems of internal control; and
- the Council's arrangements for the preparations of its 2005/06 Statement of Accounts.

We will issue a separate report on the Council's statement of accounts following the completion of our main final accounts audit visit later this year.

Respective responsibilities

This report is addressed to the Council and has been prepared for the sole use of the Council. We take no responsibility to any Member and/or officer acting in their individual capacities, or to third parties. The Audit Commission has issued a document entitled *Statement of Responsibilities of Auditors and Audited Bodies*. This summarises where the responsibilities of auditors begin and end and what is expected from the audited body. We draw your attention to this document.

External auditors do not act as a substitute for the audited body's own responsibility for putting in place proper arrangements to ensure that public business is conducted in accordance with the law and proper standards, and that public money is safeguarded and properly accounted for, and used economically, efficiently and effectively.

Executive summary

The Council has taken steps to address weaknesses in respect of its Use of Resources arrangements: it has continued to improve and address areas of weakness in its internal control environment and in financial management through finance awareness training sessions. The newly formed Audit Board will also examine the Council's Statement on Internal Control, as a separate exercise to the review of the financial statements, as an improved mechanism to help facilitate governance over the Council's internal controls.

The Council has also made progress in developing its risk management arrangements and has now produced a strategic risk register. The Council needs to build on this through periodic management and reporting of the procedures in place to mitigate those risks. This will allow the Council to build a comprehensive and robust assurance framework, which we will help develop with Members and officers in early 2007 as stated in the 2006/07 Audit and Inspection Plan.

However, with regards to the Value For Money element of Use of Resources and taking into consideration the Council's overall performance, the Council's un-audited performance indicator outturn indicates an overall downturn in performance. Some services have improved, for example Revenues and Benefits, and recycling, however, the average cost of recycling per resident is 65% above the national average, but the Council's percentage of waste recycled is only 3.85% above the national average of 16.1%. In addition, the Council's planning department has seen a significant decline in performance principally through staff shortages and is an area that needs to be addressed.

We also began our review of the Council's management arrangements for data quality. Data quality is an emerging theme from the Audit Commission and in the view of the Audit Commission it is an area that has not been focussed on by many authorities. Our final judgment on the Council's arrangements will be decided later this year following the completion of our work, together with an internal and national quality control review. We will continue to meet with key officers to develop this area.

The Council has recently overhauled its ICT infrastructure at significant cost, with the new infrastructure is designed to support the Council's future system needs. However, we noted that the Council's capital planning arrangements require some refinement so as to ensure in the future capital and revenue costs projected in any business case are more closely aligned to budgets and the Council's Statement of Accounts.

In support of our audit of the 2005/06 Statement of Accounts, we have carried out a review of the Council's Internal Audit function and concluded that we are able to place reliance on the scope and extent of their work. The Council has approved its 2005/06 Statement of Accounts by the statutory deadline of 30 June, which will allow us to carry out our audit in August 2006. This represents the significant progress the Council has made in order to bring its financial reporting processes forward, not only to meet statutory deadlines, but also prepare the necessary working papers to support our audit.

Key actions

- The Council needs to embed a performance culture whereby ownership and responsibility for performance information and improvement is equally acknowledged and implemented across the whole organisation.
- Through our initial findings, the Council must develop its management arrangements for data quality to provide assurance that accurate information is being provided to decision makers.
- The Council should improve its capital planning arrangements to ensure that projects, such as the ICT Infrastructure project, are approved based on the actual cost of delivery that agree to the Council's accounting policies and budgets.

Acknowledgements

We would like to thank all the Council's staff for their assistance during the completion of our audit work.

Use of resources – key lines of enquiry (KLOE)

The table opposite illustrates that the Council's "inadequate performance" under the 2005 Use of Resources placed Bromsgrove in the bottom 7% of all District Councils. The work on the 2005 Use of Resources was determined by the extent to which the Council had *embedded* procedures in place to satisfy the KLOEs, which covered:

- financial reporting;
- financial management;
- financial standing;
- internal control; and
- value for money.

In January 2006 the Council was already taking steps to address a number of key issues and since the production of our report we have held further meetings to discuss further developments for the Council. During this interim review we have been able to identify that the Council has made positive progress in embedding controls and policies to enhance the internal control environment, these include:

- the development and progression of a risk management framework has been noted (page 10);
- the Statement on Internal Control will be reviewed as a separate document to the financial statements (page 11); and
- the Council has strengthened the fraud awareness environment by producing a quarterly fraud alert (page 15).

The Council's progress across all areas will be reviewed later this year in accordance with the revised criteria produced by the Audit Commission.

	Districts		Single tier and County Councils	
	Number	Percent	Number	Percent
Level 1 – inadequate	17	7	3	2
Level 2 – adequate	134	56	62	41
Level 3 – performing well	82	35	82	55
Level 4 - performing strongly	5	2	3	2
Total	238	100	150	100

Use of resources – performance management

Whilst we are pleased to note the Council's improvement within the internal control environment, the Council's provisional (un-audited) outturn on its statutory Best Value Performance Indicators (BVPs) indicates little movement in overall performance year on year, which given improvement amongst other councils means a decline in relative performance, for example:

- the Council only met 43% of its targets for 2005/06; and
- 80.9% of the Council's performance indicators lie in the bottom two quartiles for district councils (per the table opposite).

Of the 45 indicators that are comparable between 2004/05 and 2005/06 we noted that:

- 17 had improved;
- 19 had deteriorated; and
- 9 had not moved.

The key areas of improved performance are:

Revenues and benefits

- The time taken to process claims (new: BV78a; and changes in circumstances: BV78b) has improved by 17%, although the accuracy of processing has fallen by 3% (BV79a).
- The percentage of recoverable Housing Benefit (in-year) overpayments that have been recovered has improved by 139% to 68% (BV79b), however, this is still short of the 2005/06 target of 79%.

Recycling

- The performance on recycling and composting places the Council in the top quartile. Performance under BV82a (waste recycled) has increased to 19.95% (but below the 21% target) and BV82b (composting) has risen to 20.6%, well exceeding the 11% target for 2005/06. However, it is important to note that the cost of waste collection for each household amounted to £71 in 2005/06, which is in the bottom quartile and does not compare favourably to the average of £43 for all district councils. We understand from management that this was as a result of the high level of investment that was required to achieve the improved performance in this area.
- The cleanliness of the district has also improved, with a drop of 10% in the proportion of land and highways assessed as having unacceptable levels of litter (BV199a) to 26%.

Performance comparatives	2004/05	2005/06*
Top quartile	30%	16%
Second quartile	19%	5%
Third quartile	16%	36%
Bottom quartile	35%	43%

Note:

* The above percentages for 2005/06 are the Council's own actual 2005/06 out turn data, compared to national 2004/05 published data and profile data.

Use of resources – performance management

However, the key areas where performance has worsened are:

Planning

- BV109a - The percentage of major planning applications determined within 13 weeks has fallen by 13% to 35%, and places the Council in the bottom quartile. This poor performance is likely to render Bromsgrove subject to planning standards in 2006/07 (i.e. this is where an authority that determines less than 39% of major planning applications within 13 weeks, is subject to a requirement to determine at least 57% of major planning applications the following year).
- BV109b and c - The percentage of minor/other planning applications determined within 8 weeks has fallen to 57%, and 67% and from the top quartile to the bottom quartile within one year. This performance is also likely to subject the Council to planning standards and Bromsgrove will be required to achieve 63% for minor applications and 75% of other applications within 8 weeks for 2006/07.
- Whilst the Council submitted a Local Development Scheme by March 2005 (BV200a), the milestones were not met (BV200b).
- BV204 – the percentage of planning appeal decisions allowed has increased to 32% potentially indicating greater inaccuracy of initial decisions.
- The quality of the Council's planning services against a checklist (BV205) has fallen from the second to the third quartile, with a score of 78%. The Council's poor performance across planning may also impact on the level of planning delivery grant received during 2006/07, which is determined by the Department for Communities and Local Government (the Council's provisional allocation of planning delivery grant for 2006/07 was £68,418).

We are aware that the planning section has been under-resourced for a substantial period which is a major contributing factor to this downturn in performance. Furthermore, it continues to encounter difficulties in recruiting new staff to bring the department to a suitable level and impact on the performance indicators. We have noted, however, that the Council had previously made a conscious decision to freeze recruitment the impact of which is now being shown. We were informed by management that this was part of a organisational-wide restructuring which gave current employed staff the first opportunity to apply for vacant positions.

Culture

The Council's Museum has been an area of consistent poor performance, with visits to the Museum resting in the bottom quartile since 2001/02. During the year Museum services were accessed 21 times (BV170a) per 1,000 population, of which 13 were in person (BV170b), this equates to 1.3% of the local population. The number of school children visiting the Museum fell to 474 (BV170c) in 2005/06, far short of the 800 target. The direct cost of running the Museum and Tourist Information Centre in 2006/07 is budgeted to be £79,009 plus support costs of £63,850 bringing the gross cost of this service to £142,859.

The Council recognised the financial burden of the Museum and Tourist Information Centre within its 2006/07 budget setting process, and expect to close this service shortly, with some residual costs expected in 2007/08 (as presented to the Executive Cabinet in February 2006). However, it is important that the Council establishes an effective performance monitoring arrangements for all its services and in addition carries out a robust and critical review over non-essential services. The Museum has been in the bottom quartile, in terms of performance indicators, for five years and action has only recently been taken to address this issue, therefore it is important that the Council learns and builds on such difficult experiences and decisions.

Use of resources – performance management

The Council has developed its own 'basket' of indicators which incorporates some BVPIs and some local performance indicators. A number of the 'Top 45' indicators have already been discussed such as: planning, revenues and benefits, environmental health and culture. An overall summary of the Council's performance with regards to its 2005/06 Top 45 indicators is included in the table opposite.*

The table illustrates that the provisional outturn is consistent with the Council's overall performance on all BVPIs. The Council's Top 45 indicators are reported to the Performance Management Board (PMB). However, the Council has not yet developed a performance culture, therefore, whilst the PMB is receiving benchmarked performance data each quarter (as recommended in our 2004/05 Annual Audit and Inspection Letter), the Council does not as yet have an embedded culture of ownership of performance information to take appropriate action over performance management.

The Council previously had a similar issue over the ownership of budgetary control and took remedial action through briefings and awareness sessions with Members and officers. The Council must similarly address this performance issue in order to drive performance improvement and ensure that the Recovery Plan does not distract it from delivering its key duties.

Many of the Top 45 indicators are produced quarterly. The Council should consider establishing a 'performance clinic' where Heads of Service whose indicators are below target must prepare an action plan for the PMB on how the target will be met and whether or not the target should be revised.

The Council may also wish to consider incorporating performance indicators into the 2007/08 service plans and specifically nominate officers who will be responsible for the delivery of those indicators in support of the overall plan. These performance indicators should also be incorporated into those officers' six monthly performance development reviews.

Recommendation 1: performance management

The Council must strive toward embedding a performance culture within the organisation. The allocation, within corporate documents, of performance indicators to named officers will help facilitate the creation of this culture. Furthermore, the use of performance clinics and the incorporation of performance indicators into personal development reviews will also help to bring performance management into normal operational behaviour.

*Whilst there are 45 indicators, many contain sub-categories, for example BV109 counts as one indicator in the Top 45, but is actually made up of parts a, b and c, in the table we have counted each sub-category as one indicator, e.g. BV109 would be three.

2005/06	On or above target	Below target	No target set
BVPIs	23	26	4
Local performance indicators	8	7	3
Total	31	33	7

Use of resources – interim management arrangements for data quality

Audit approach

The Audit Commission has developed a new approach to the audit of Best Value Performance Indicators (BVPIs). Our audit now follows a two step approach: we are first required to review the Council's management arrangements for ensuring data quality prior to carrying out substantive testing on specific performance indicators. Currently the Audit Commission has only issued an approved framework on data quality, therefore our audit of the specific performance indicators will be completed later this year.

Data quality

Data quality is one of the Audit Commission's strategic themes: "to stimulate significant improvement in the quality of data and the use of information by decision makers". Many authorities have not considered data quality as a specific issue, where it is often seen as an implied pre-requisite of any form of data entry, for example inputting of invoices or processing of planning applications. However, the Audit Commission has prepared five Key Lines of Enquiry to enable us to evaluate the Council's management arrangements for data quality which is scored based on its fulfilment of prescribed criteria as follows: Level 1 = inadequate performance; Level 2 = adequate performance; Level 3 = performing well; and Level 4 = performing strongly.

Decisions should be made on accurate, relevant and reliable information and the quality of underlying data is a measure of this. By embedding a culture of processing and checking data prior to reporting the quality of decisions will be improved and officers will be encouraged to take greater ownership of their performance information.

Since data quality is a key theme, the Council needs to ensure it understands its requirements and current processes for data quality. The Council currently carries out some of the work that would support data quality. However, our initial findings have found that the current approach is not coordinated and often inadequate, for example, Internal Audit currently carry out substantive testing of data, but do not currently link this work to performance indicators.

Our work over other areas has identified two significant areas that overlap with the Council's management arrangements to secure data quality:

- risk management (page 10); and
- Internal Audit (page 13).

The Council's risk management framework does not consider data quality as a factor. Inclusion of data quality in the corporate risk register will provide a senior level focus on data quality and demonstrate a commitment to providing accurate and reliable information in support of key decisions.

Data quality is a theme that actually permeates the risk register and underpins all reports presented to Members. Furthermore, this will provide a building block for the Council to assemble an Assurance Framework that will identify the key actions the Council needs to take in order to mitigate the risk of inaccurate and unreliable data being used.

Recommendation 2: risk management and data quality

The Council should incorporate data quality into the corporate risk register and identify the key procedures, policies and controls in place to ensure that reported data is accurate, relevant and reliable.

From our review of the Council's Data Quality arrangements, we consider that these arrangements could be improved by ensuring that Internal Audit incorporate data quality testing in their scope of work, this would provide greater assurance over the Councils overall performance management.

Recommendation 3: Internal Audit

Internal Audit should incorporate the testing of performance indicators into their audits over specific systems to verify the accuracy of source data.

Use of resources - risk management

Risk management

Since the publication of the 2004/05 Annual Audit and Inspection Letter in March 2006, the Council's Risk Management Steering Group has now finalised its strategic risk register as of 7 June 2006. There are fifteen key risks perceived by the Council that have an internal and external focus, they include:

- implementing an adequate IT infrastructure;
- making effective use of the Council's staff through training and personal development, which should impact on the Council's ability to recruit and retain staff;
- managing effective relationships between Members/Officers and Members/Members to ensure effective decision-making;
- responding to a major incident via the Civil Contingencies Act;
- only targeting resources at service areas included in the Recovery Plan;
- embedding a culture of health and safety;
- entering into and maintaining effective partnership working;
- the potential impact of any local government reorganisation; and
- attracting inward investment and establishing a vision for the District.

The risk register also includes the procedures and controls in place to mitigate these risks, actions planned and officers responsible. This ensures that heads of service take ownership over the key risks the Council believes threatens its ability to deliver its strategic objectives.

The Council's slow development of risk management actually places them in a suitable position to begin the process of developing an Assurance Framework.

Assurance framework

The Assurance Framework provides a simple but comprehensive method for the effective and focused management of the principal risks to meeting the Council's objectives. It also provides a structure for the evidence to support the Statement on Internal Control. This simplifies Member reporting and the prioritisation of action plans, which, in turn, allow for more effective performance management.

The key processes in establishing an Assurance Framework identify that the Council should:

- establish the principle objectives as identified in the Corporate Plan;
- identify the principal risks that may threaten the achievement of these objectives;
- identify and evaluate the design of key controls intended to manage these principal risks, underpinned by core controls assurance standards;
- set out the arrangements for obtaining assurance on the effectiveness of key controls across all areas of principal risk;
- evaluate the assurance across all areas of principal risk;
- identify positive assurances and areas where there are gaps in controls and/or assurances;
- put in place plans to take corrective action where gaps have been identified in relation to principal risks; and
- maintain dynamic risk management arrangements including a well founded risk register.

Recommendation 4: risk management

Where possible, the strategic risks and controls should be built into the Council's 2007/08 Internal Audit plan in order to ensure that the risks are effectively managed and reported upon. This will form part of the reporting framework behind the Assurance Framework.

Once the Council's risk management processes have reached a sustainable level, we will work with the Council to develop the underlying processes and ongoing management to develop an appropriate Assurance Framework.

Use of Resources - Statement on Internal Control

The Statement on Internal Control

For the 2005/06 financial year the Audit Board will review the Statement on Internal Control (SIC) separately from the financial statements. Whilst the Council's 2005/06 SIC is an improvement from the previous year – identifying the progress made on the areas of weaknesses identified in the 2004/05 SIC e.g. control account reconciliations – there remain areas for improvement over the production of the SIC.

The Council's 2005/06 SIC is prepared as a year-end procedure and is yet to be embraced as a tool that can manage and report on the key areas of risk and help to embed a culture of risk management within the organisation. To achieve this the Council should firstly obtain declarations from all heads of service stating that they are aware of the Council's financial regulations, standing orders, codes of conduct etc. and that both themselves and their departments have operated in accordance with those policies and procedures. This can then be compared to Internal Audit's independent findings from the year which will then enable the Council to identify key areas of weakness and use those to develop action plans under an Assurance Framework. The SIC can then be used as a declaration of how the Council identified and managed its key business risks during the year.

Recommendation 5: Statement on Internal Control

The Council should begin the process for preparing the 2006/07 SIC by establishing the key criteria and procedures that heads of service will acknowledge have been operating during the course of the year. This should include the management of risks identified in the operational risk registers.

Once the Council has laid these foundations, it will help the development of an Assurance Framework through more effective targeting of risk areas and better alignment of operational risks to the corporate risk register. Ultimately the SIC will become the document which describes the processes the Council undertook throughout the year to manage the key risks rather than how the evidence was gathered after the year end.

Use of resources – capital project approvals

The Council improved its capital planning process through the development of business cases together with the introduction of a project management methodology. To further enhance this process we consider that all significant capital projects must be supported by a specific business case before being approved for inclusion in the capital programme.

ICT Infrastructure Project

The Council's ICT infrastructure was perceived to be out-of-date and cost in-effective, subsequently a business case was put forward to carry out a complete overhaul of the systems in place. The table opposite provides the overall cost of the project per the business case.

In reviewing the business case we identified a number of errors including the incorrect transposition of costs into the executive summary which overstates the capital cost of the baseline infrastructure and understates the revenue element by £28k.

The most significant error is that the business case incorrectly stated that the capital element of the project would be equivalent to £60k per year. However, the actual annual cost will be significantly higher as different elements of the capital cost would be depreciated over different periods in order to comply with the Council's accounting policies.

The figure included in the business case assumes that the £902k costs for baseline infrastructure would be written off over 15 years. However, this assumption does not correlate to the Council's accounting policies where some elements of the IT infrastructure is more likely to be written off over a period of three to seven years. Furthermore, some of the costs could be considered non-enhancement expenditure and be required to be written-off in the year first incurred.

The actual costs will be reviewed as part of our final accounts audit later this year.

Recommendation 6: business case preparation

The Council should ensure that all business cases put forward are free from assumptions that may misinform decision-makers, in particular the Council should ensure that financial assumptions and predictions are clearly linked to the Council's accounting policies.

Local Authority Modernisation Plan

Another significant project currently being under review is the Council's Spatial Project (Local Authority Modernisation Programme). If the project is approved, we shall consider using our specialists (in consultation with the Council) to conduct a separate review of the project in accordance with the 2006/07 Audit and Inspection Plan.

	Capital cost	Revenue cost
Putting in the baseline infrastructure	£902,494	£103,792
The services needed to achieve business objectives	£970,633	£150,564
Total	£1,873,127	£254,356

Audit of Accounts - review of Internal Audit

Our work on the Council's statement of accounts includes an assessment of the operating effectiveness of the Council's supporting financial systems. The main source of evidence is the work performed by the Council's Internal Audit function during the 2005/06 financial year. Under the Code of Audit Practice, we are required to establish effective co-ordination arrangements with Internal Audit and seek to place reliance on the work of Internal Audit whenever possible. This enables us to direct our work to address the key areas of audit risk and carry out such testing as we consider necessary to provide ourselves with sufficient evidence to form an audit opinion on the financial statements. Our review of Internal Audit was carried out in May 2006 and covers:

- an assessment of the performance of Internal Audit; and
- an evaluation of the work of Internal Audit on the Council's systems of internal financial control.

Performance of Internal Audit

We assess the performance and ability of Internal Audit to ensure that their work is carried out to a suitable standard to enable us to place reliance on the work they have carried out. In September 2005 we finalised a report on our review of Internal Audit's work carried out over the 2004/05 financial year. This included a number of performance improvement observations over both Internal Audit's quality of work and their operating effectiveness, these recommendations included:

- the effective prioritisation of the reviews included in the audit plan;
- the inclusion of systems documentation;
- carrying out a formal risk assessment of the system under review;
- using audit programmes to effectively guide Internal Audit's work;
- monitoring the time taken per audit;
- incorporating a management review of each auditor's work;
- ensuring management formally respond to audit recommendations;
- noting good practice;
- the cessation of non-audit related work to preserve independence; and
- ensuring all key control account reconciliations were reviewed during each audit.

We have now completed our review of Internal Audit, carried out in May 2006, which identified that Internal Audit had implemented all the recommendations included in our previous report.

Audit of Accounts - review of Internal Audit

Internal Audit's work on the systems of internal financial control

During the year the Council implemented a structural review which significantly impacted on the Internal Audit function. Two members of the team were redeployed to other departments which resulted in the loss of 133 audit days to the 2005/06 Internal Audit Plan, and their replacements were not appointed until May 2006. As a result, a number of audits were not completed during the year, including contracts and e-Government, both of which have been added to the 2006/07 Internal Audit Plan. So long as the Internal Audit section remains fully staffed, slippage on 2006 audit plan should not be an issue.

In June 2006, we issued a letter to the Acting Chief Executive providing the detailed findings of our review and confirming that we are able to place reliance on the work of Internal Audit for the 2005/06 financial year and would not expect any further work to be carried out over the fundamental financial systems. We did, however, note two areas for further improvement for Internal Audit, these are the need to:

- consider the use of a management quality control checklist to ensure a consistent level of reporting; and
- clarify the link between the findings and the overall opinion on the area under review.

Furthermore, we noted that Internal Audit could improve the Council's alignment of performance and risk management simply by incorporating performance indicators into their existing reviews. The scope of audits could incorporate the performance indicators relevant to the system under review, for example when carrying out their work on revenues and benefits, Internal Audit may assess the accuracy, and the arrangements for the collation of, e.g. BV 9 Council Tax collected. The indicator will remain the responsibility of the nominated officer, but the independent verification by Internal Audit will demonstrate the Council's desire to report accurately and manage performance with due consideration to risk.

Audit of Accounts - fraud and corruption

Fraud and corruption

The Council should have arrangements in place that are designed to promote and ensure probity and propriety in the conduct of its business. The Council has acknowledged that this has been an area of weakness and that actions to remedy the situation were required. One area of noted improvement was the revision, in February 2006, of the Council's Anti-Fraud and Corruption strategy that was first produced in 2001. The main areas covered by the strategy are:

- expectations of Members, staff and third parties;
- definitions of fraud and corruption;
- an anti fraud and corruption policy;
- the council's strategy for dealing with fraud, theft and corruption; and
- a fraud response plan.

The Council has also produced a quarterly fraud alert that is posted on notice boards around the Council in order to promote a strong anti fraud and corruption culture.

ISA 240 - the auditor's responsibility to consider fraud in an audit of financial statements

2005/06 is the second year that we have applied ISA 240, where we must make enquiries of management and those charged with governance about how they manage the risk of fraud and their knowledge of actual or suspected fraud at the Council.

ISA 240 does not change the relative responsibilities of the Council and its auditors. Members and management retain the primary responsibility to ensure that there are appropriate controls in place to prevent and detect fraud and corruption, whilst auditors report on fraud as it materially affects the accounts and additionally, under Audit Commission arrangements, review the Council's arrangements to deliver its responsibilities.

We have already carried out a number of discussions with key officers in the Council including the Acting Chief Executive, the Head of Financial Services, the Audit Services Manager and the Council's Monitoring Officer. During these meetings we considered management's approach and measures, both preventative and detective, to deal with fraud and corruption, and are pleased to note that no deficiencies were identified.

We will re-visit this area of our work during our final accounts visit to identify whether any issues have arisen.

Audit of Accounts – closedown timetable

The Council has a closedown timetable in place to ensure that the 2005/06 Statement of Accounts are approved by Members by the statutory deadline of 30 June 2006, one month earlier than the previous year. Our audit is scheduled to take place for the two weeks commencing 29 August and to facilitate an effective and timely audit we issued the Council with, and carried out detailed discussions on, a schedule of our working paper requirements in April 2006.

We are engaged in regular meetings with the Council's finance team which allows us to monitor the Council's closedown processes and ability to meet our working paper requirements as well as identify any potential accounting issues relating to the Statement of Accounts. To date the Council remains on track to meet its internal and external deadlines. However, we shall continue to liaise with the Council's finance department in to ensure the closedown timetable continues to the prescribed timetable.

We shall comment on the Council's 2005/06 Statement of Accounts on the conclusion of our audit later this year.

Appendix 1 – Recommendations

No.	Recommendation	Management response
1	<p>Recommendation 1: performance management</p> <p>The Council must strive toward embedding a performance culture within the organisation. The allocation, within corporate documents, of performance indicators to named officers will help facilitate the creation of this culture. Furthermore, the use of performance clinics and the incorporation of performance indicators into personal development reviews will also help to bring performance management into normal operational behaviour.</p>	<p>Responsibility for Performance Indicators is already allotted to individual officers. Performance Management Board (PMB) regularly look through these and challenge officers. PI's will become a key element of supervision sessions throughout the organization and a part of the PDR process. The Performance clinic approach is how the PMB operates. Improvement plan has identified key indicators for improvement and the resources.</p>
2	<p>Recommendation 2: risk management and data quality</p> <p>The Council should incorporate data quality into the corporate risk register.</p>	<p>Agreed will be incorporated into corporate risk register.</p>
3	<p>Recommendation 3: Internal Audit</p> <p>Internal Audit should incorporate the testing of performance indicators into their audits over specific systems to verify the accuracy of source data.</p>	<p>The need for Internal Audit to review data quality and link to performance indicators was not communicated to the team until March 2006. Since this has been highlighted, the relevant performance indicators are now tested as part of each audit review.</p>
4	<p>Recommendation 4: risk management</p> <p>Where possible, the strategic risks and controls should be built into the Council's 2007/08 Internal Audit plan in order to ensure that the risks are effectively managed and reported upon. This will form part of the reporting framework behind the Assurance Framework.</p>	<p>Agreed. As part of the 2007/08 Audit planning process, the Strategic and individual Service risk register items will be considered and included where necessary.</p>
5	<p>Recommendation 5: Statement on Internal Control</p> <p>The Council should begin the process for preparing the 2006/07 SIC by establishing the key criteria and procedures that heads of service will acknowledge have been operating during the course of the year. This should include the management of risks identified in the operational risk registers.</p>	<p>Agreed. A report will be submitted to Executive Cabinet in September setting out the Internal Control Framework for 2006/07. Awareness raising sessions will be run as appropriate. Risk management will be a key component of this.</p>
6	<p>Recommendation 6: business case preparation</p> <p>The Council should ensure that all business cases put forward are free from assumptions that may misinform decision-makers, in particular the Council should ensure that financial assumptions and predictions are clearly linked to the Council's accounting policies.</p>	<p>Agreed. However it should be noted that the business case methodology is a significant improvement on what has been in place in the Council previously and this will be further supplemented by the recently introduced Project Management methodology.</p>

BROMSGROVE DISTRICT COUNCIL

EXECUTIVE CABINET

6th September 2006

AUDIT BOARD

18th September 2006

INTERNAL CONTROL FRAMEWORK

Responsible Portfolio Holder	Councillor Roger Hollingworth
Responsible Head of Service	Kevin Dicks, Acting Chief Executive

1. SUMMARY

1.1 To present the Council's Internal Control Framework for approval.

2. RECOMMENDATION

2.1 The Audit Board is recommended to approve the Internal Control Framework.

3. BACKGROUND

3.1 The Accounts and Audit Regulations 2003 established requirements related to systems of internal control, and the review and reporting of those systems. Regulation 4 of the Accounts and Audit Regulations 2003 requires that:

“The relevant body shall be responsible for ensuring that the financial management of the body is adequate and effective and that the body has a sound system of internal control which facilitates the effective exercise of that body’s functions and which includes arrangements for the management of risk.”

“The relevant body shall conduct a review at least once in a year of the effectiveness of its system of internal control and shall include a statement on internal control, prepared in accordance with proper practices, with (a) any statement of accounts it is obliged to publish in accordance with regulation 11, or (b) any income and expenditure account, statement of balances or record of receipts and payments it is obliged to publish in accordance with regulation 12.”

3.2 It should be noted that in accordance with the above requirements the Audit Board, at its meeting on 13th June 2006 approved the Statement of Internal Control for 2005/06 for inclusion in the Statement of Accounts and the updated Local Code of Corporate Governance and Statement of Assurance for 2005/06. Included elsewhere on the agenda for this Board is the Audit Service Managers’ report on the Internal Control Framework for 2005/06.

- 3.3 Internal control and risk management are increasingly recognised as important elements of good corporate governance. Corporate governance is defined as *“the system by which local authorities direct and control their functions and relate to their communities”*. This is an area where the Council, under the Corporate Governance Inspections and under the Ministers areas of key concern (when the Council requested Voluntary Engagement), accept they have been weak in the past.
- 3.4 The Council have made improvements with regard to corporate governance however it is accepted that this has been done on a piecemeal basis focussing on each area in turn without putting that into the context of an overall Internal Control Framework. This is not to say due regard hasn't been taken of each element of the framework with regard to its inter-relationship with other elements but that this hasn't been formalised. This is reflected in the Audit Services Managers' report elsewhere in the agenda.
- 3.5 Attached at Appendix A is the proposed Internal Control Framework for the Council which seeks to satisfy the requirement of an all embracing *“system of internal control which facilitates the effective exercise of that body's functions and which includes arrangements for the management of risk.”*
- 3.6 Within the Framework there are 6 areas that seek to provide assurance on the adequacy and effectiveness of control over key risks as follows:
- Performance Management
 - Internal Audit
 - External Audit
 - Assurances by Managers
 - Risk Management
 - Other sources of assurance
- Further detail of systems / processes / procedures in place to provide that assurance is provided at Appendix A. As mentioned earlier there has been significant improvements in these areas over the last two years particularly with regard to:
- Internal Audit
 - Risk Management
 - Performance Management
- 3.7 It is acknowledged that some of these are further advanced than others and there is still work to be done to improve these areas. The main areas (in relation to the Internal Control environment) that need improvement are:
- Risk Management – this needs embedding within the authority. A corporate risk register and departmental risk registers are now in place and are constantly reviewed however this is in its infancy and will continue to require a large amount of management focus).
 - Performance Management – there has been significant improvement in this area and the framework has now been reviewed to ensure there is full linkage between the Council Plan and Performance Development Reviews (PDR's) and the Medium Term Financial Plan however until the Council has used it for one full cycle it will be difficult to assess its effectiveness.
 - Issues arising from external inspections – e.g. Housing and the Benefits Fraud Inspectorate (BFI) identified significant weaknesses and the Improvement Plan contains detailed action plans to address issues raised. These will continue to require focused attention over the next 12 months or so.

- Project management – the Council has approved a methodology however it needs to embed this within the organisation and its working practices.
- Financial management – significant improvements have been made over the last 2 years however further work is required to ensure that effective and proactive financial management is undertaken by all Heads of Service and service managers.
- The lack of a standard Council wide Records Management and Document Retention Policy (Electronic Document Management System) – this will be addressed by the Spatial project.

3.8 Also detailed at Appendix A are other distinct elements that help ensure good corporate governance as follows:

- Performance management (linked to financial management)
- Business planning process
- Budget and budgetary control
- Code of governance / Statement of assurance
- Project management/ Risk Management / anti-fraud and corruption strategy
- Ethical Governance – member / officer behaviour protocol
- Policies and procedure, codes of conduct / whistleblowing policy.

In addition to the above are the Authority and directorate policies, processes, business plans and risk registers.

3.9 All of the areas detailed above will in future, enable the Corporate Management Team (CMT) to fully evaluate those assurances and supporting evidence when drafting the Statement of Internal Control.

Attached at Appendix B is the memo that was sent to each Head of Service in 2005/06. The memo required Heads of Service to provide assurances that an effective control environment was operating within their service area. It is acknowledged that this was retrospective and that by approving the Internal Control Framework all managers will be aware of what is required of them and as such can be more accountable and proactive than may have previously been the case.

3.10 The Statement of Internal Control is then subject to independent review by the Authority's Scrutiny Boards: Audit Board, Performance Management Board and the Scrutiny Steering Board. The Council's external auditors will also have a role in reviewing the controls in place and reporting thereon.

3.11 Each year Internal Audit review the Local Code of Corporate Governance which underpins the Council's Internal Control Framework.

The Local Code of Corporate Governance is consistent with the principles and reflects the requirements of the CIPFA/SOLACE Framework - Corporate Governance in Local Government: a Keystone for Community Governance.

The five key dimensions included in the CIPFA/SOLACE guidance are:

Community Focus - by demonstrating that the Council is working for and with the communities, exercising community leadership and promoting the "well being" of the area.

Service Delivery Arrangements - by having arrangements in place to deliver the right services to the right people in the right way and making sure we continue to improve.

Structures and Processes - by maintaining an appropriate political and managerial structure, as well as having up to date and effective processes that support decision making.

Risk Management and Internal Control - by having arrangements in place to identify, manage and minimise risk.

Standards of Conduct - by regulating the behavior of members and officers and promoting the highest standards of conduct.

During May 2006, Internal Audit completed a review of the governance arrangements the Authority has embedded, updated or introduced during 2005/06. The current position on the Local Code of Corporate Governance is attached at Appendix C. Appendix C also shows which dimension each of the documents / processes / procedures fall within under the CIPFA/SOLACE guidance.

Following the governance review, the Statement of Assurance was prepared for 2005/06. The statement covers the Authority's commitment to the principles of good governance and a summary of the review mechanism for the Local Code of Corporate Governance. Also included are the areas that the Authority has shown improvement during 2005/06 and areas that require further attention during future financial years.

The current position on the Local Code is attached at Appendix C for information.

4. **FINANCIAL IMPLICATIONS**

5.1 None

6. **LEGAL IMPLICATIONS**

6.1 None

7. **CORPORATE OBJECTIVES**

7.1 One of the Council's priorities is to get out of engagement – the proposals contained within this report are key to addressing governance issues. An effective internal control framework satisfies the Council's objective "To be an efficient and effective Council."

7.1 **RISK MANAGEMENT**

7.1 None

8. OTHER SUB HEADINGS

8.1 Procurement Issues

None

8.2 Personnel Implications

Covered in the report.

8.3 Governance/Performance Management Considerations

Key to addressing the actions needed to get out of recovery.

8.4 Community Safety Considerations

None

8.5 Policy Considerations

None

8.6 Environmental Considerations

None

8.7 Equalities Implications

None

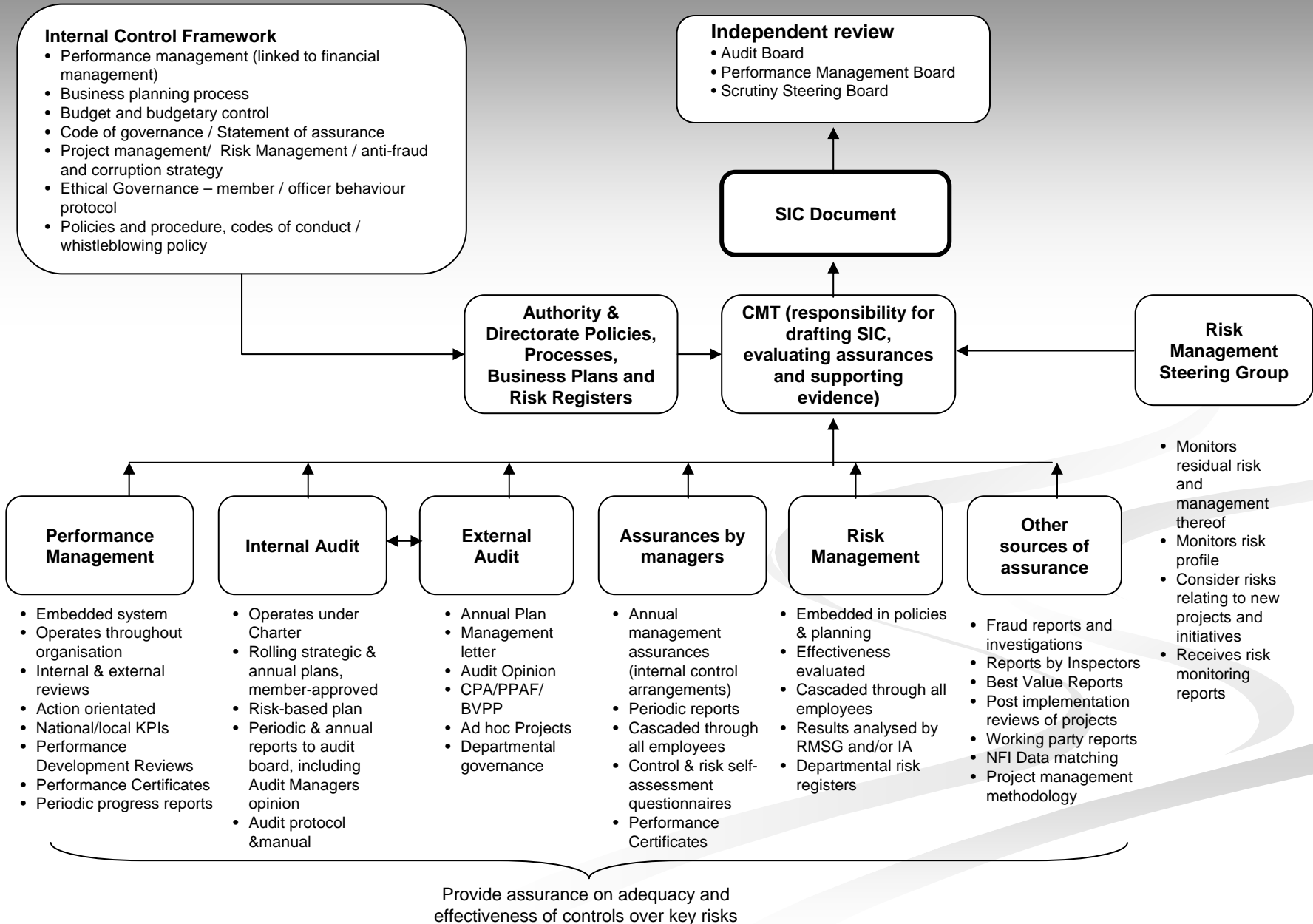
Background Papers

- Audit Board papers from the 13th June 2006.
- Risk Registers

Contact officer

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Tel: (01527) 881487

Internal Control Framework



To:

Cc:



bromsgrove council
www.bromsgrove.gov.uk

From:

Date: 31st May 2006

ANNUAL STATEMENT OF ACCOUNTS 2005/06

STATEMENT ON INTERNAL CONTROL

Introduction

The Council is required to produce an Annual Statement of Accounts, in accordance with the "Accounts and Audit Regulations 2003". Regulation (4) states that the Council is:

"explicitly responsible as part of its corporate responsibility for the financial management and accounting control systems of the body, in line with best practice in the private sector and elsewhere in the public sector. The relevant body should review at least once a year its internal control systems and make a statement on the adequacy of internal control, including a statement of assurance, which serves the purpose of the annual statement on internal control."

Therefore, this will require the publication of a:

- Statement on Internal Control - detailing the framework of how the internal control system is managed and reviewed and the main components of the system, including the arrangements for internal audit and risk management. The statement should report on identified weaknesses and actions undertaken to rectify these; and
- Statement of Assurance – detailing how the Council is ensuring that its business is conducted in accordance with the law and proper standards, and that public money is safeguarded and properly accounted for, and used economically, efficiently and effectively.

Your Role

The production of the Council's Annual Statement of Accounts for 2005/06 is in progress and you will have received detailed guidance and information from Finance regarding the various processes and deadlines, which you are expected to comply with.

Detailed below are two separate tables for you to complete. I would be grateful if could complete both tables promptly to enable:

- A statement to be made in the Annual Statement of Accounts relating to your management activities during 2005/06.

- The Council's external auditors to be satisfied that we have sound arrangements in place for the current year 2006/07 and future years.

I have also attached a reply page for Heads of Service to sign and return. It is essential that the attached tables and reply page are completed by all Heads of Service and returned to the Head of Financial Services by 9th June 2006

The completed documents will be placed on the "file of key documents" to enable the Council to provide suitable evidence on its compliance with the framework for Internal Control. In particular, the file will be used to recommend to the Chief Executive and Leader of the Council that they can sign the Statement of Internal Control and Statement of Assurance set out in the Annual Statement of Accounts.

To assist in preparing the statement would you please draw this memo to the attention of all service managers and those responsible for management within your service area.

I appreciate this is another requirement that impacts upon your time, and I know we are all very busy, however, I must stress the importance (and priority) of this task which will form part of the annual external audit and future CPA inspections.

Kevin Dicks
Acting Chief Executive

Statement on Internal Control

Heads of Service are requested to confirm that they and their managers:

Expected Control / Source of assurance	Yes	No	Comments / Supporting Evidence
Have ensured as part of an ongoing process both during the previous financial year and the current financial year that the Constitution, including Financial Regulations, and Risk Register: - have been distributed to all relevant staff. - appropriate steps (e.g. at your regular team meetings) have been taken to ensure that the requirements are fully understood by relevant staff. - any training needs have been identified, arranged and provided.			
Have an awareness of the Council's Financial Regulations ¹ and their contents.			
In the course of performing their duties, refer to Financial Regulations where necessary.			
Ensure there are adequate internal control arrangements for their area of responsibility to ensure compliance with Financial Regulations.			
Have brought any such weaknesses to the attention of the Head of Finance Services and/or Internal Audit.			
Have acted on all relevant Internal Audit reports addressed to them.			
Have acted on all relevant External Audit recommendations and Annual Audit Letter points address to them or incident upon their service area.			
Have acted on reports of all other internal or external reviews (e.g. BFI, Best Value Inspectorate, management reviews, etc.) where received.			
Have reported any significant failures of internal control to the Corporate Director – Resources (S151 Officer), Monitoring Officer (Head of Legal & Democratic Services) or Internal Audit, as appropriate.			

¹ Financial Regulations are published on the Council's intranet site

If you have identified significant internal control weaknesses that cause you concern in signing this certificate, please identify these factors below, and your action plan to address the weaknesses in order to ensure continuous improvement. You should also set out any weaknesses reported to you by Internal Audit and not yet addressed, or that have been addressed but may have had a material impact on internal control during 2005/06.

Area of weakness	Actions taken to address	Further action to be taken	Timeframe for action

Statement of Assurance

For any documents listed in the Local Code of Corporate Governance² that are the responsibility of the Heads of Service, they and their managers are requested to confirm:

Local Code of Corporate Governance Document	Is the document still in existence?	When was the document last reviewed?	When is the document due for its next review?	Has the updated document been approved?	Comments / Supporting Evidence

To assist in improving the Council's governance arrangements, please detail below if you:

- Have introduced any new documents, systems or process during the previous financial year; or
- Plan to introduce any new documents, systems or processes during the current financial year.

Document name and/or details	When was the document last reviewed?	Who approved the document?	Comments / Supporting Evidence

Signed:.....

Name:.....

Head of Service:.....

Please print name and Service.

² The Local Code of Corporate Governance is published on the Council's Internet site.

Local Code of Corporate GovernanceKey:

	Reviewed / Produced
	Planned to be reviewed or produced
	No action planned
	Does not exist

Current Documents

Document	DIMENSION					Contact 1	Last Review of document	2004/05 Status	2005/06 Status	Current Status
	1	2	3	4	5					
Planning Code of Practice						D. Hammond	2002/03			No review planned as there were no changes.
Budget and Policy Framework						J. Pickering	2001/02			To be deleted - budget timetable and guidance will be issued each year to ensure approach is continuously reviewed.
Complaints Procedure						H. Bennett	2002/03			Complaints Procedure incorporated into Customer First Strategy - draft to be completed by end of September.
Communications Working Group						H. Bennett	2005/06			Group disbanded. Communications Strategy agreed by Cabinet March '06. Implementation ongoing.
Confidential Reporting Code						J. Pitman	2004/05			To be included in HR 3 year review action plan.
Council Internet and Intranet Sites						D. Poole	2004/05			Council Internet and Intranet sites being updated as part of E-Gov project during 2006/07.
Local Development Plan						D. Hammond	2004/05			Core elements of consultation and drafting to be carried out and formally adopted by Apr '07.
Officer Employment Procedure Rules						J. Pitman	2002/03			Policy Procedures Consultative Group set up '05. Group to be reviewed in light of potential Joint Consultative Committee format. Proposal due end '06.
Customer First Charter						H. Bennett	2005/06			Strategy agreed by Cabinet March '06; staff training carried out; full implementation ongoing.
Health & Safety Training/Induction - Temps/Agency Staff						J. Pitman	2005/06			Temp staff taken on by line managers and may miss vital H&S training. To be reviewed 06/07.
Equalities Policy						C. Felton	N/A			Submitted to Cabinet Aug '06 and to full Council Sept '06. Includes 6 strands of equalities and diversity.
Scheme of Delegation						A. Burton	2004/05			Under review. Approval July 2006.
Financial Standards and Regulations						J. Pickering	2005/06			Updated Financial Standards and Regulations submitted to Cabinet in September.
Members Training Program						J. Pitman	2005/06			Moderen Councilor Prog approved by Cabinet in July 06 with new induction prog May '07
Performance Management						H. Bennett	2005/06			Performance Management Board established. Performance Management Framework agreed by Cabinet in September 2006.
Codes of Conduct						A. Burton	1999/00			Codes fixed unless subject to Gov't legislative change. Gov't review currently underway.
Members Codes of Conduct						A. Burton	2001/02			Codes fixed unless subject to Gov't legislative change. Gov't review currently underway.
Annual Accounting and Financial Statements and Financial Report						J. Pickering	2005/06			2004/05 audited and signed-off. 2005/06 accounts reported in accordance with statutory timescales.

Local Code of Corporate Governance

Key:

	Reviewed / Produced
	Planned to be reviewed or produced
	No action planned
	Does not exist

Current Documents

Document	DIMENSION					Contact 1	Last Review of document	2004/05 Status	2005/06 Status	Current Status
	1	2	3	4	5					
Annual Accounting Statement						J. Pickering	2005/06			2004/05 audited and signed-off. 2005/06 accounts reported in accordance with statutory timescales.
Annual Audit Letter						J. Pickering	2005/06			2004/05 audited and signed-off. 2005/06 accounts reported in accordance with statutory timescales.
Anti Fraud and Corruption Strategy						N. Shovell	2005/06			New Anti Fraud Strategy approved by Cabinet March '06
Appraisal Process						J. Pitman	2005/06			New PDR process introduced December '05 - being reviewed.
Articles of Constitution						A. Burton	2005/06			Reviewed Feb/March '06 and approved by Council.
Articles of Constitution – Article 12						A. Burton	2005/06			Reviewed Feb/March '06 and approved by Council.
Best Value Performance Plan						H. Bennett	2005/06			2005/06 BVPP published 30 June '06.
Comprehensive Performance Assessment						H. Bennett	2005/06			Progress Assessment completed October '05 - awaiting clarity as to when Council will undergo CPA.
Contracts Procedure Rules						J. Pickering	2005/06			Updated Contract Procedure Rules produced.
Employee Handbook						J. Pitman	N/A			In the process of review. To be connected to Intranet that is due to go live '06/07.
External Audit Letter						K. Dicks	2003/04			Annual Audit, Inspection Letter and Inspection Plan considered by Performance Management Board May'06.
Gifts and Hospitality Code						A. Burton	2003/04			Codes fixed unless subject to Gov't legislative change.
Internal Audit Charter						N. Shovell	2005/06			Internal Audit Charter approved.
Internal Audit Manual						N. Shovell	2005/06			Internal Audit Charter approved.
Internal Audit Reports						N. Shovell	2005/06			Internal Audit Reports issued for all 2005/06 audits. Audit plan on target for 2006/07.
Job Descriptions						J. Pitman	2005/06			Job Descriptions updated as part of the restructure being reviewed in light of single status.
Risk Management Strategy						K. Dicks	2005/06			Risk Management Strategy approved by Cabinet January 2006. Corporate Risk Register endorsed by Cabinet in September 2006.

Local Code of Corporate Governance

Key:

	Reviewed / Produced
	Planned to be reviewed or produced
	No action planned
	Does not exist

Current Documents

Document	DIMENSION					Contact 1	Last Review of document	2004/05 Status	2005/06 Status	Current Status
	1	2	3	4	5					
Training Plans						J. Pitman	N/A			Training Plans reviewed and Training Directory produced and published for '06/07.
Budget Book						J. Pickering	2005/06			2006/07 Budget Book prepared and produced.
Budget Process						J. Pickering	2005/06			2006/07 Budget process completed Mar '06. Timetable for 2007/08 produced.
Capital Programme						J. Pickering	2005/06			2006/07 Capital Programme prepared and produced.
Community Plan						H. Bennett	2003/04			2003-2013 Community Plan produced and published. To be reviewed '06/07.
Conditions of Employment / Service						J. Pitman	2004/05			To be reviewed within Single Status. Implementation via Job Evaluation Project. Due for completion Spring '07.
Corporate Plan						H. Bennett	2005/06			2005/08 Corporate Plan prepared and produced. Vision, values and priorities approved by Council September 2006.
Council Procedure Rules						A. Burton	2005/06			Reviewed Feb/March '06 and approved by Council.
Council Tax Leaflet						J. Pickering	2005/06			2006/07 Council Tax leaflet produced.
Customer Panel						H. Bennett	2005/06			Customer Panel contract relet to ensure more statistically representative.
External Audit Function						J. Pickering	2005/06			KPMG current External Auditors.
External Inspectorate Reports						H. Bennett	2005/06			External Inspectorates ongoing throughout 2006/07.
Functions of the Chief Financial Officer						J. Pickering	2005/06			Ongoing responsibility.
Functions of the Head of Paid Service						K. Dicks	2005/06			Ongoing responsibility.
Functions of the Monitoring Officer						A. Burton	2005/06			Ongoing responsibility.
Internal Audit Function						N. Shovell	2005/06			Ongoing review and improvements.
Internal Audit Plan						N. Shovell	2005/06			2006/07 Internal Audit Plan produced and approved.
IT Members Code						A. Burton	2005/06			Introduced and approved July 05. Code fixed. New policy being developed.

Local Code of Corporate GovernanceKey:

	Reviewed / Produced
	Planned to be reviewed or produced
	No action planned
	Does not exist

Current Documents

Document	DIMENSION					Contact 1	Last Review of document	2004/05 Status	2005/06 Status	Current Status
	1	2	3	4	5					
Licensing Code of Practice						D. Hammond	2005/06			No review planned.
Local Strategic Partnerships						H. Bennett	2005/06			Ongoing quarterly meetings to discuss local issues and develop the Community Plan.
Meetings Calendar						A. Burton	2005/06			A meetings calendar is produced annually. Partially reviewed May '06.
Member Reports						A. Burton	2005/06			Members reports are produced for all meetings and published on the Internet site.
Officer – Member Protocol						A. Burton	2005/06			Approved and in place July '05. Due for further review '06/07.
Overview and Scrutiny Procedure Rules						A. Burton	2005/06			Rewritten and approved by Council Feb/March '06.
Performance Plans						H. Bennett	2005/06			Performance Plans produced.
Performance Reports to Members						H. Bennett	2005/06			Performance Reports are produced quarterly for the Performance Management Board.
Press and Media Section						H. Bennett	2005/06			A Press and Media function is maintained.
Publication of Council Minutes						A. Burton	2005/06			Minutes are produced for all meetings and published on the Internet site.
Publication of Council Reports						A. Burton	2005/06			Reports are produced for all meetings and published on the Internet site.
Recovery Plan						H. Bennett	2005/06			The Recovery Plan is monitored on an ongoing basis. Recovery Plan reviewed and more outwardly focussed Improvement Plan produced.
Scheme of Members Allowances						A. Burton	2006/07			Annual review. 2006/07 scheme approved and in place.
Section Business Plans						H. Bennett	2005/06			Business Plans have been produced for all sections for 2006/07.
Spotlight Meetings						H. Bennett	2005/06			Stopped due to falling demand - issues to be picked up via PACT meetings.
Statutory Officer responsibilities						A. Burton	2005/06			Ongoing responsibility.
Audit / Performance / Scrutiny Boards						A. Burton	2005/06			Ongoing responsibility
Health & Safety Training/Induction - Permanent Staff						J. Pitman	2005/06			All staff attend H&S Awareness training as part of Induction

Local Code of Corporate Governance

Key:

	Reviewed / Produced
	Planned to be reviewed or produced
	No action planned
	Does not exist

Current Documents

Document	DIMENSION					Contact 1	Last Review of document	2004/05 Status	2005/06 Status	Current Status
	1	2	3	4	5					
Homelessness Strategy						D. Hammond	2005/06			Approved by Council.
Housing Strategy Statement						D. Hammond	2005/06			Approved by Council and achieved GOWM Fit for Purpose rating.
Private Sector Housing Strategy						D. Hammond	2005/06			Approved by Council.
Policy and Strategy Scrutiny Committee						A. Burton	2005/06			Replaced 2005/06 by Audit/ Performance Management/ Scrutiny Boards

BROMSGROVE DISTRICT COUNCIL

EXECUTIVE CABINET

6th SEPTEMBER 2006

Proposed Merger of 3 North Worcestershire Community Safety Partnerships

Responsible Portfolio Holder	Cllr Brian Fuller
Responsible Head of Service	Robbie Hazlehurst,

1. SUMMARY

- 1.1 This report outlines a proposed merger of the 3 Community Safety Partnerships in North Worcestershire (Bromsgrove, Redditch and Wyre Forest) to a single Strategic Community Safety Partnership whilst retaining delivery at a District level

2. RECOMMENDATION

- 2.1 The Executive Cabinet is recommended to comment on the report and indicate whether or not they support the principle of a Strategic Merger for the 3 Community Safety Partnerships in North Worcestershire.

3. BACKGROUND

- 3.1 As a result of being involved in the Local Area Agreement (LAA) bidding process for 2006/07 it became clear to the 3 Community Safety Partnerships (CSP's) in North Worcestershire that there was insufficient resource within individual Partnerships to meet the growing demands from the Worcestershire Safer Communities Board (The Group responsible for the Community Safety Block of the LAA). Through this Board, Community Safety policy is already being decided at a strategic level for the County.
- 3.2 In looking at the potential to create a North Worcestershire Strategic Partnership the three CSP's wanted to ensure that there was still a very strong delivery at local level with the ability to deliver on the Strategic and Performance issues that a merged Partnership would support .As a result the three CSP's have looked at the model of South Worcestershire Community Safety Partnership which merged the strategic needs of Worcester City, Wychavon and Malvern Hills CSP's approximately two years ago. Their experience suggested that there was no need to re-brand the existing local Partnerships - what was important to residents is delivery at a local level.
- 3.3 The Partners with the Bromsgrove Community Safety Partnership, especially the Police, would welcome the co-terminosity of a strategic Partnership with their Basic Command Unit for North Worcestershire. In addition nationally, there is Government 'encouragement' for smaller Partnerships to merge, which is also supported by Government Office West Midlands

3.4 There are a number of advantages to the 3 CSPs merging as a strategic entity including:-

- ❖ Community Safety Co-ordinators would become more tactical as the strategic element was supported by a merged Partnership enabling them to deliver more to our Community.
- ❖ A merged Partnership for North Worcestershire (N Worcs) would have accountability embedded within it for funding/project delivery.
- ❖ The new 6 monthly strategic assessments of Community Safety Partnerships demanded by the Home Office would take less resource to generate for a N. Worcs Partnership instead of 3 x individual Partnerships
- ❖ A merged Partnership would have more strength at the 'bargaining/funding table' at the LAA. or other funding bodies than a single Partnership could.
- ❖ Selecting a single person to represent a N Worcs CSP, ie having the right people at the table, would be less drain on the time and resources of Partners/Co-ordinators. This would lead to an overall reduction in the number of meetings that Partners would need to attend.
- ❖ Less meetings would make more time for implementation and support of Community Safety issues at a District level
- ❖ The Community Safety Team could devote more time to Partnership Tasking with less demand on time for being involved in strategic work. In principal a N Worcs Partnership would commission projects and 3 x individual Partnerships would deliver them.
- ❖ Information and briefings on new/amended Laws affecting Community Safety issues could be generated at single point for N Worcs rather than each Partnership having to generate their own.
- ❖ A North Worcs. Partnership may have the resource to process their own ASBOs and Parenting orders rather than rely on 3rd Parties.
- ❖ A merger would give a formal conduit for Best Practice and Experience throughout N Worcs to be easily shared/assimilated between the Partnerships.
- ❖ There would be resource within a N.Worcs Partnership to bid for Pathfinder/ Trial, County or Government projects

3.5 Using the experience of the South Worcestershire CSP merger, a possible merger time scale could be towards the end of 2007 which is why all three Partnerships in North Worcs are preparing to work together in Autumn 2006 as a funding group for the next round of LAA for the 2007/08 Budget.

3.6 Members of both Redditch and Wyre Forest Local Authorities have confirmed their support for a merger. The Chair of Bromsgrove Community Safety Partnership, Chief Inspector Charlie Hill has discussed the merger proposals with the Acting Chief Executive who has stated that he is prepared to support them in principal.

Any merger proposals will not be rushed, but taken at pace of that ensures each Partnership develops a proper timetable of consultation with all its Partners. Prior to any final decision being taken on the merger all statutory partners will have to consider the final form of the proposed merger and sign a document formally agreeing to the merger.

- 3.7 It is proposed that the North Worcestershire Responsible Authorities Group will be the strategic driver for the merger and provide co-ordination and management of the processes to achieve it.

4. Financial Implications

- 4.1 There are no financial implications associated with this report

5. Legal Implications

- 5.1 Government Office West Midlands would have to approve such a merger

6. Corporate Objectives

- 6.1 The Community Safety Partnership supports the following Council Objectives:

- Providing a Clean, Safer and Attractive Environment
- Being an Efficient, Effective Council
- Developing a Caring & Socially Aware Society

7. Risk Management

- 7.1 The risk of not creating a N Worcs partnership could result in 3 weakened Partnerships in North Worcestershire with more staff time taken in administering 3 separate organisations and a potential reduction in the ability of the separate partnerships to access L.A.A. Funding or additional external funding. There would also be a reduction of influence with Government Office West Midlands, Central Government and Worcestershire Safer Communities Board.

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BROMSGROVE DISTRICT COUNCIL

EXECUTIVE CABINET

6TH SEPTEMBER 2006

LONGBRIDGE AREA ACTION PLAN

Responsible Portfolio Holder	Councillor R Hollingworth
Responsible Head of Service	Phil Street, Corporate Director (Services)

1. Summary

- 1.1 The following report is a brief summary of the progress made so far on the preparation of an Area Action Plan (AAP) for the former MG Rover works at Longbridge.

2. Recommendation

- 2.1 That Members note the report

3. Background

- 3.1 MG Rover entered into an agreement with the property developers St Modwen Properties PLC in 2003 which principally sold the MG Rover site to St Modwen based on a lease back arrangement. Part of this initial deal with St Modwen was to sell off the site which included a former employees car park and a sports and social club. This land is subsequently being re-developed in association with Advantage West Midlands.
- 3.2 Since MG Rover went into receivership in April 2005 discussions have been held as to the future of the remainder of the former MG Rover factory. Central to those discussions has been negotiations with the Chinese Nanjing Automotive Company. They have recently entered into an agreement with St Modwen and they now have a 33 year lease of the central part of the factory.
- 3.3 It has been learnt from discussions with St Modwen that Nanjing Automotive are planning to assemble cars on the site and have indicated that they will be recruiting up to approximately 800 employees. It is unclear at this moment when car production will commence, but it maybe before the end of the year.
- 3.4 In terms of the element of the site sold off before the closure of MG Rover, Centro have some interest in building a park and ride facility to serve Longbridge railway station, permission has been granted for a small scale local centre, although the current proposals maybe put on hold and incorporated in the wider development proposals. Work has already begun on the construction of a High Technology Park (HTP) which forms part of the central technology belt along with our own HTP on the former Garringtons Works. The initial intention had been to create 10,000 jobs on the MG Rover site, but due to the land take of Nanjing this now seems unlikely.

- 3.5 A project development group has been established consisting of Birmingham City Council, Bromsgrove District Council, Worcestershire County Council officers, St Modwen Properties PLC, Advantage West Midlands, and various consultants commissioned by both the landowners and the local authorities. The focus of the project development group is the preparation of an Area Action Plan (AAP). An Area Action Plan is a formal planning document which has the ability to zone parcels of land for various uses; it is the intention of the group to prepare a single AAP which straddles the boundary between the two local authorities. For the AAP to be adopted by the councils it has to go through an examination in public by the planning inspectorate.
- 3.6 St Modwen Properties and Advantage West Midlands have commissioned a number of consultants to undertake a series of baseline studies on a variety of different topics. Upon completion of these studies both councils will independently review them, although Entec have been appointed as verification consultants for the councils, and will ensure the work carried out by the landowners is accurate and true representation of the site and its surroundings. The range of studies is listed below,

Environmental

Design and Environmental Strategy
 Built Form and Rural Landscape Visual Appraisal
 Archaeology and Cultural Heritage Report
 Ecological Appraisal
 Geo-Environmental Assessment
 River Rea Options Report

Transport

Transport Constraints and Options Paper
 Transport Demand Generation Report
 Traffic Model
 Accession Model
 Rail Strategy Report
 Bus Strategy Report
 Public Transport Strategy
 Travel Management Plan

Social / Economic

Socio-Economic Report
 Employment Needs, Demands, Skills and Training Study
 Sports, Recreation, Open Space, Footpath and Cycleway Assessment
 Community Needs Assessment
 Delivery and Viability Report

SA / SEA

Sustainability Appraisal and Strategic Environmental Assessment:
 Scoping Report
 Sustainability Report

- 3.7 In addition to the technical studies a key piece of work is the public consultation. This has been commissioned by Birmingham City Council and Bromsgrove District Council and is being undertaken by a company called Vision 21. They have commenced a process of seeking people's opinions as to how the former MG Rover site should be developed, their work will be fundamental to all stages in the production of the plan.
- 3.8 The consultation by Vision 21 has included telephone interviews, publication and distribution of over 22,000 leaflets, a website www.future4longbridge.co.uk, a telephone help and information line, a future forum of nominated local people from Birmingham and Bromsgrove and attendance at meetings held by various local groups. The community consultation is an ongoing process which will inform the preferred options document to be presented to the relevant members groups in both Bromsgrove and Birmingham in the late autumn.
- 3.9 The work of the project development group is being coordinated with the Government Office for the West Midlands as this is the first major AAP in the country and the first that straddles two authorities.

- 3.10 In addition to the work aimed at seeking the opinion of the community on the use of the former MG Rover factory site a number of other issues have been under consideration, including the development of a rail link from Longbridge to Frankley and the building of a link road between the Longbridge and either the M42 or the A 441.
- 3.11 St Modwen has also held a number of meetings with the parish councils of Cofton Hackett and Barnt Green and also presented to BDC members on the 17th July 2006.
- 3.12 The preferred options report will indicate to Bromsgrove's members how local people and officers would like to see the former MG Rover site developed.
- 3.13 Much of the work being done by both consultants and officers is ongoing, but specific tasks currently in progress includes, the preparation of an issues and options report to summarise the work which has been done up to date, this will also form the basis of the 2nd edition of the newsletter which at the time of writing this report was in draft stage. The website will also be updated to reflect the advances made in the development of the AAP. As soon as the 2nd edition of the Future 4 Longbridge leaflet is produced again it will be circulated to over 22,000 people and organisations.
- 3.14 Officers have recently begun on the process of drawing up first drafts of plans for all areas of the site, including the East works and Cofton Centre in Bromsgrove. These plans represent the views of officers' landowners and the public. The plans will represent a number of options for the site and it is likely that no one single plan will demonstrate the final choice of land uses, it is more likely that these plans will evolve over time into a finished masterplan. As soon as they have been prepared they will be presented to members.

4. Financial Implications

- 4.1 Much of the funding (£300,000) for this project has been secured through the European Union, European Regional Development Fund (ERDF), although as part of securing this funding Bromsgrove agreed to contribute £50,000. This money has been included in approved budgets.

5. Legal Implications

- 5.1 None

6. Background Papers

- 6.1 None

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BROMSGROVE DISTRICT COUNCIL

EXECUTIVE CABINET

6TH SEPTEMBER 2006

STATEMENT OF COMMUNITY INVOLVEMENT

Responsible Portfolio Holder	Councillor Mrs. Jill Dyer
Responsible Head of Service	Dave Hammond, Head of Planning & Environment Services

1. SUMMARY

1.1 A key part of the new Local Development Framework (LDF) planning system is the requirement on the Council to produce a Statement of Community Involvement (SCI). The SCI is intended to show how the Council aims to involve the community throughout the planning process and how we propose to resource and manage these proposals.

1.2 The SCI presents to the community how the Council intends to deal with the following:

- i) how we propose to consult the community;
- ii) who we hope to involve in the process; and
- iii) what we will consult on.

1.3 On 13th April 2006 the Council received the Inspectors Binding Report regarding the Statement of Community Involvement. The report set out precise recommendations for how the SCI must be changed in order for it to be adopted. The changes necessary were small amendments; the Council corrected these errors and returned the amended version of the SCI to the Inspector for final testing. On 17th May 2006 the Council received the final Inspectors Binding Report with the recommendation that the SCI should be adopted.

1.4 On 3rd August 2006 the LDF Working Group agreed that the SCI should be submitted to Executive Cabinet on the 6th September for adoption.

2. RECOMMENDATIONS

2.1 That the Members note the contents of the attached SCI.

2.2 That Members adopt the Statement of Community Involvement (SCI), and that the SCI shall take effect from 7th September 2006.

2.3 Members give Officers delegated powers to amend the SCI, to reflect any amendments to the Local Development Scheme.

3. STATEMENT OF COMMUNITY INVOLVEMENT (SCI)

3.1 Guidance on PPS12 states that the Council must adopt the SCI as soon as practicable after the binding report has been received. At the time of adoption of the SCI the Council must ensure that the following information is made available to the public:

- An adoption statement;
- The adopted document.

3.2 According to Regulation 36 of the Town and Country Planning (Local Development) (England) Regulations 2004, the Council must:-

- Make the SCI and adoption statement available for inspection during normal office hours at the Council House, Customer Service Centre, and Public Libraries within the District;
- Publish the adoption statement on the Council website;
- Give notice by local advertisement of:
 - i.) the adoption statement;
 - ii.) the fact that the SCI is available for inspection and the places and times at which the document can be inspected;
- Send the adoption statement to any person who has asked to be notified of the adoption of the SCI; and
- Send the SCI and the adoption statement to the Secretary of State.

4. CONCLUSIONS

4.1 The Statement of Community Involvement has been amended following Inspectors recommendations. Upon receiving the final Inspectors Binding Report, the SCI should now be adopted.

5. FINANCIAL IMPLICATIONS

5.1 None

6. LEGAL IMPLICATIONS

6.1 None

7. ATTACHED DOCUMENTS

7.1 Copy of Statement of Community Involvement (SCI).

7.2 Statement of Community Involvement Adoption Statement.

8. CONTACT OFFICER

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Bromsgrove District Council

**Planning and Compulsory Purchase Act 2004
The Town & Country Planning (Local Development) (England)
Regulations 2004**

**BROMSGROVE DISTRICT LOCAL DEVELOPMENT FRAMEWORK
STATEMENT OF COMMUNITY INVOLVEMENT
ADOPTION STATEMENT**

In accordance with Regulation 24(4) and Regulation 36 of the Town and Country Planning (Local Development) (England) Regulations 2004, notice is given that Bromsgrove District Council will formally adopt its Statement of Community Involvement (SCI) on 7th September 2006.

The SCI is a formal statement of the District Council's policy for involving interested parties in preparing the Local Development Documents to be included in the Bromsgrove District Local Development Framework (LDF) and for consulting on planning applications. The preparation of documents in the LDF and consultation on planning applications will have to comply with the adopted SCI.

Copies of the adopted SCI, Adoption Statement, and Inspector's Report are available for public inspection at the following locations:

- Bromsgrove District Council's Planning Reception, The Council House, Burcot Lane, Bromsgrove, Worcestershire, B60 1AA (9:00am – 4:30pm).
- Customer Service Centre, located at Dolphin Centre, School Drive, Bromsgrove (9:00am – 4:30pm).
- Alvechurch Public Library, Tanyard Lane, Alvechurch (Library opening hours).
- Catshill Public Library, Barley Mow Lane, Catshill (Library opening hours).
- Hagley Public Library, Worcester Road, Hagley (Library opening hours).
- Wythall Public Library, May Lane, Wythall (Library opening hours).
- Bromsgrove Public Library, Stratford Road, Bromsgrove (Library opening hours).
- Cofton Hackett Public Library, Barnt Green Road, Cofton Hackett (Library opening hours).
- Rubery Public Library, Library Way, Rubery (Library opening hours).

The adopted SCI, Adoption Statement, and Inspector's Report are also available to view and download online at www.bromsgrove.gov.uk.

A person aggrieved by the Statement of Community Involvement may make an application to the High Court under Section 113 of the Planning and Compulsory Purchase Act 2004. Any challenge pursuant to Section 113 must be made on the grounds that the document is not within the appropriate power or a procedural requirement has not been complied with. The application must be made not later than the end of the period of six weeks starting on 7th September 2006.

A person aggrieved by the Statement of Community Involvement may also make an application to the High Court for permission to apply for a judicial review of the decision to adopt the Statement of Community Involvement. Any such application must be made promptly and in any event not later than three months after 7th September 2006.

For further information about the SCI, please contact the Planning Policy team on (01527) 873232 or email planningpolicy@bromsgrove.gov.uk.

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Statement of Community Involvement

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1. Introduction

What is planning?

Planning is the process through which we make land use decisions about the area we live in. The planning system is in place to make sure that a balance is maintained between protecting our environment and developing our area. Both elements are important in creating a place where people want to live and work. It is essential that the community get involved in planning as the decisions taken affect everyone's lives.

Planning can be divided up into two main areas; development control and planning policy. Development control is concerned with planning applications and making decisions on specific developments. Planning policy is about creating a long-term vision for the area. How the community can get involved in both aspects of planning is covered by this document, the *Statement of Community Involvement (SCI)*.

What is changing?

The old system of planning policy required Local Planning Authorities to produce a '*Local Plan*.' The *Local Plan* covered every aspect of planning for a whole area. This took many years to produce and the production process was at times very slow. Now instead a '*Local Development Framework*' (*LDF*) will be produced. This is a collection of different documents that can be worked on individually; making the system more manageable and flexible, with different documents being produced as needs change.

The Government has made improvements to the planning system to make it faster, more responsive to change and to encourage greater community involvement. This document, the *SCI*, outlines what we, the Council aim to do to get the community involved in planning matters. In the past, the planning system has been prone to conflict between different parties. It is hoped that with effective, continuous community involvement, this will no longer be the case. All members of the community can be involved and contribute to the preparation of plans but we must be realistic: many different views will be expressed and some may be in opposition to one another. All views will be listened to but we won't always be able to do everything that people ask. This document outlines how you can get involved in discussing the issues that affect our District and have your say on planning for Bromsgrove.



More information

This document should be read alongside the *Local Development Scheme (LDS)*. The *LDS* sets out the timetable for production of the *Local Development Framework* and a plan of how the process will be managed. It can be found on the Council's website or obtained from the Council Offices on request. A glossary of the different planning terms and acronyms is included in Appendix 1. (Any terms that are in *italics* within the main text of the document are explained in the glossary.)

2. The aims of the Statement of Community Involvement (SCI)

We have produced this document to set out the ways in which the community can be effectively involved in the planning system. By involving the community, the Council will gain a greater understanding of the needs of the community and we can develop a *Local Development Framework (LDF)* that is better suited to the needs of the people of Bromsgrove. At the same time, we are keen to make every effort possible to improve decision-making, minimise delays and use resources effectively.

The SCI will;

- Explain why involving the community is important,
- Describe what we intend to involve you in,
- Let you know how and when you can be involved,
- Give an overview of the community of Bromsgrove,
- Outline the various methods for involving people and;
- Explain how you will be informed of any outcomes.

3. Why involve the community?

Involving the community in the planning process from the beginning will provide many benefits for both the Council and the community. Involving the community is a key part of having a planning system that is open and transparent.

The Council will benefit from effective community involvement because:

- We can gain important local knowledge from the community
- We can get community support for the plans we create; and
- We can reduce the levels of conflict in the system.

The benefits for the community include:

- A better understanding of the planning process
- Reduced levels of conflict in the system; and
- Having a say in the development of their area.

4. How did we develop the SCI?

Production of the SCI began in August 2004. The Local Plans team began to compile a database of all potential consultees for the LDF process. We started by combining all contact details from those who had been involved in planning matters before. We then contacted other Council Departments to seek their views on organisations that may be interested in being involved. Additional research was carried out to identify further local groups, this included Internet searches and liaising with the Parish Councils and County Council. You can be added to our database by sending your contact details to planningpolicy@bromsgrove.gov.uk or to the Council House address detailed in section 8 of this document.

A letter, leaflet and questionnaire were sent out to over 250 local groups, local organisations and individuals. The leaflet summarised the new planning system, the purpose of the SCI and the benefits of community involvement. It asked the recipient for their views about the best ways to involve the community in planning. In total we received a very positive response of 55 completed questionnaires. The questionnaires showed support for the methods we were already using to keep people involved in planning. Ideas included having documents in the waiting rooms of GPs and dentists in the District. This has since been implemented.

An LDF Working Group was set up to oversee the whole LDF process. The Working Group consists of 14 Councillors who geographically represent the entire District. The group was established to ensure the highest standards would be maintained regarding all aspects of the new system including community involvement. As well as having regular meetings with the LDF Working Group, the Local Plans team also attended meetings with other local groups including the *Local Strategic Partnership* and the Parish Councils to engage them in the process. Throughout these activities the Local Plans team used the information gained to produce a Draft SCI. Once the Draft was completed it was taken to the LDF Working Group to approve it for consultation.

Once the document was approved it was made available for consultation for a *statutory* 6-week period. The consultation period was launched with a Planning

Workshop Event. Over 200 local groups and individuals were invited to this event and articles were published in the local press publicising the opportunity to get involved. The event comprised of two sessions, an afternoon and an evening session. Each session included interactive displays, an exhibition, workshop activities and presentations about the SCI and community involvement. Over 75 people attended and, along with individual responses received during the consultation process, the feedback received from this event was used to inform the development of this document.

5. What we will consult on

The Council will produce a series of Documents that will make up a *Local Development Framework* (LDF). The LDF will be made up of three types of documents: *Development Plan Documents* (DPDs) and *Supplementary Plan Documents* (SPDs) and other required documents. The timetable of document production has been carefully managed to ensure that consultation periods on different documents coincide so cutting down on costs and ensuring the public are not over consulted.

Over the next 3 years, the Council intends to produce the following documents;

➤ **The Core Strategy**

This is a DPD and is the central part of the *Local Development Framework*. This document sets out the long-term vision for Bromsgrove (until 2021) and the key policies that will help to deliver that vision. The Core Strategy will contain the primary policies for delivering the vision and will set out broad locations for future development.

➤ **Proposals Map**

The Proposals Map will present all of the policies and proposals contained in the different documents in map form. The map will be a separate *Development Plan Document* (DPD) and it will be revised as any new plans are produced.

➤ **Generic Development Control Policies**

This will also be a *Development Plan Document*. It will contain all of the policies that will be used to guide decisions on planning applications for development and the use of land and buildings.

➤ **Longbridge Area Action Plan**

This Document will be a development plan document, it will contain policies guiding the redevelopment of the former MG Rover car plant at Longbridge.

➤ **Managing Housing Supply**

This will be a Supplementary Planning Document (SPD). It will contain specific guidance on delivering and managing the District's housing supply.

➤ **Affordable Housing**

This document will also be a Supplementary Planning Document (SPD). It will review the need for a supply of affordable housing in the District. It will also assess how much of new housing developments should be affordable homes.

➤ **Sustainability Appraisal Report**

The undertaking of a *Sustainability Appraisal* (SA) is vital to the integration of sustainability and environmental considerations into the preparation and adoption of plans. SA will not be a separate activity but an integral part of the plan making process in Bromsgrove. As such reports documenting the SA process will be published at the same time as the preferred options and submission stages of Development Plan (DPD) document production and at the draft stage of Supplementary Planning Document (SPD) production.

European Directive 2001/42/EC requires that planning authorities undertake an 'environmental assessment' (SEA) of plans that are likely to have a significant effect upon the environment. Any future documentation produced by Bromsgrove District Council in respect of *sustainability appraisal* will incorporate the requirements of this legislation.

To ensure a robust and comprehensive *sustainability appraisal* is undertaken *stakeholders* will have the chance to contribute their knowledge and influence the

process. To meet requirements, consultation bodies together with other *stakeholders* and the public will be consulted at appropriate stages throughout the production of the LDF documents and SA Report.

The links between LDF document production stages and the SA process

LDF Stage	SA Process Stage
<ul style="list-style-type: none"> • Evidence Gathering • Preparation of Issues and Options • Consult on Issues and Options • Prepare Preferred Options • Consultation on Preferred Options • Consultation on Submission Document • Adoption • Monitor 	<ul style="list-style-type: none"> • Develop Baseline and Scoping Report • Consult on Scoping Report • Developing and refining options • Assess effects of preferred options • Consultation on Draft SA Report • Consultation on Final SA Report • Monitoring implementation of Document

6. Links with other community initiatives

The *Local Development Framework* will not be developed in isolation from the Council’s other strategies, but rather there will be links with other initiatives, such as Parish Plans and the Community Plan. The Community Plan aims to provide a coordinated approach to improving the quality of life for everyone in Bromsgrove. Many of the aims will be delivered through the LDF. The *Local Strategic Partnership* (LSP) is responsible for the Community Plan. The LDF will be developed with as much input as possible from the LSP.

A key part of the process will be information sharing and combining consultation events with a variety of partners. Where relevant, there will also be links to other strategies and initiatives such as The Local Transport Plan and the Housing Strategy and those plans and strategies originating from other departments. We will also aim to share information and best practice with the County Council and adjoining authorities

Fig 1. Stages of Document Production

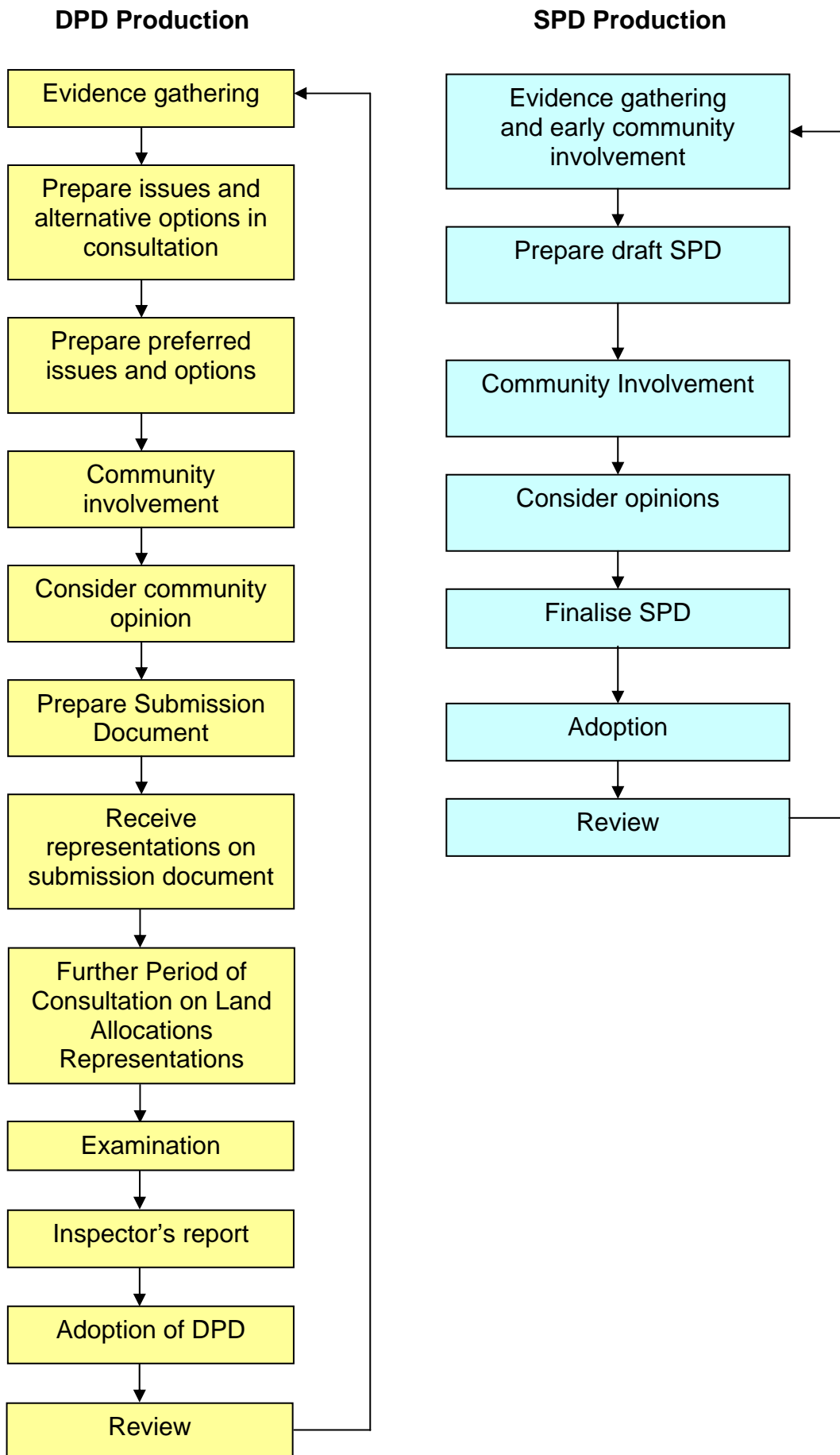


Fig 2. Stages in Development Plan Production

Stage 1: Evidence Gathering and Frontloading

The first stage of creating a document is to gather evidence about what the document should contain. The Council has already carried out major evidence gathering studies on issues such as housing and employment that will inform the production of the documents. Key stakeholders will be contacted at this stage, depending on the type and scale of the document they will be:

- Regional Bodies
- Adjoining Authorities
- Environmental and conservation groups (Local and National)
- Healthcare Providers
- Utilities Providers
- Transport Authorities
- Local Community Groups
- Parish Councils
- Landowners/Developers
- Members of the Public who have expressed an interest
- Any bodies or groups representing the interests of the following
Different racial or ethnic communities, people with disabilities, the voluntary sector, the business community, the arts and sports, and consumer groups.

Frontloading refers to seeking community needs and views before documents and policies are written. In terms of the SCI this took the form of a scoping questionnaire.

Stage 2: Preferred Options

The next stage is the production of a Preferred Options document (also known as a Draft), which will set out the available options along with the Council's preferred option. People will be invited to make comments on this document for a *statutory* six-week period. The Council will publicise the document through the methods outlined in the *SCI* so that as many people as possible have the opportunity to feed their views into the process.

Stage 3: Submission Document

After the six-week period of consultation a 'submission document' will be produced. This will consider all the views that were received during the consultation. This document will be submitted to the Secretary of State via the Planning Inspectorate (PINS) for independent examination. Consultees will be notified of this further stage and then there will be another statutory six-week consultation period to make formal comments on the document.

Stage 4: Site Specific Consultation

For documents which contain land allocations a further six week consultation period will be held. This is so responses can be made in respect of land allocation representations received at the submission document stage.

Stage 5: Examination

A Planning Inspector, who is independent of the Council, will then hold an examination of the document in public. They will consider and evaluate all of the comments received and decide if any changes are necessary. The Inspector's findings will be contained in a Report that they produce. A key change in the new system is that the Inspector's Report will be binding on the Council.

Stage 6: Adoption

The council will then adopt the document

Fig 3. How the documents fit together

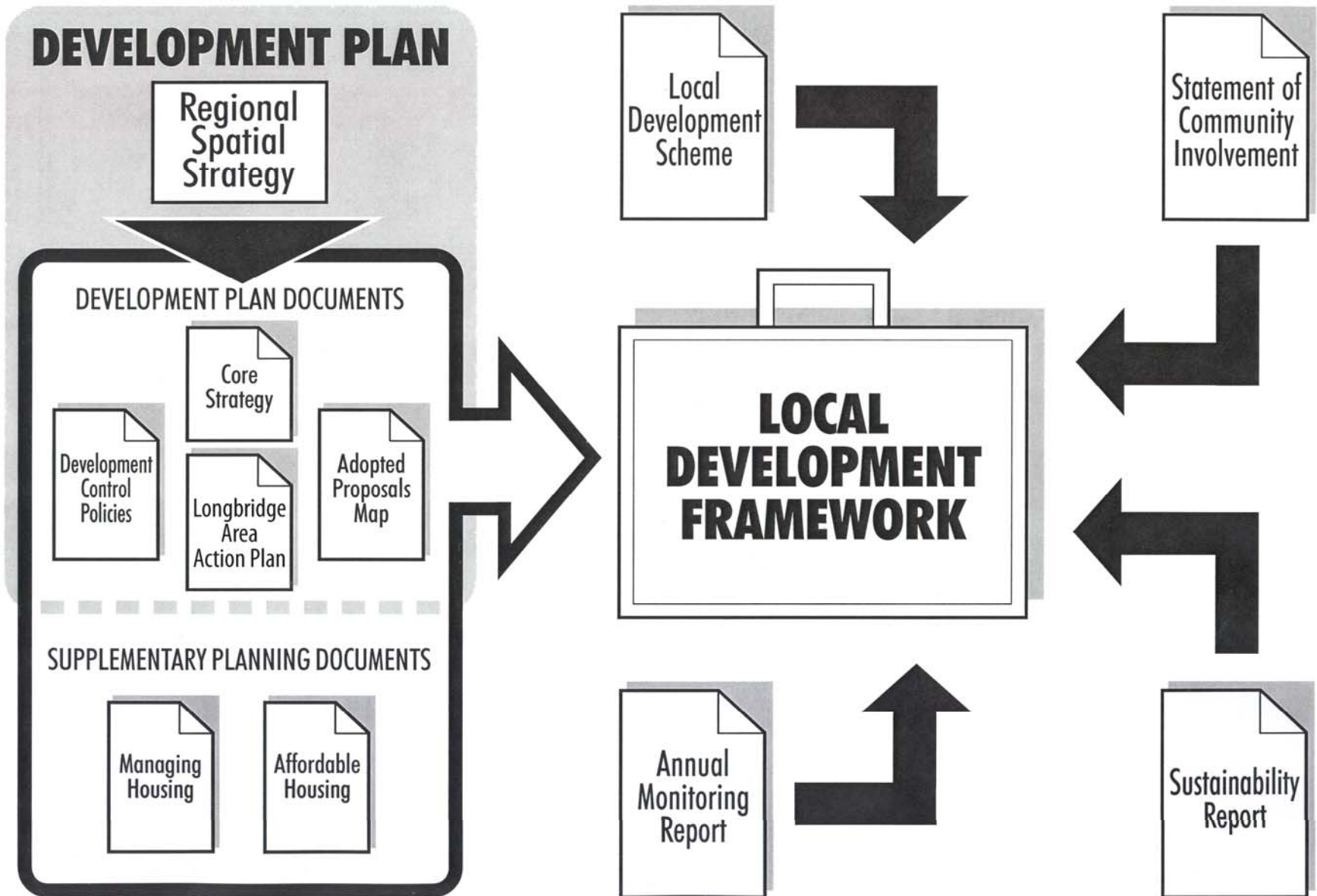


Fig 4. When will we consult?

This table below provides a summary of the production timetable for the LDF. It sets out each of the documents that make up the LDF, the stages the documents will go through and when we intend to complete each stage. For more information on the timetable please refer to our LDS, which can be found on the Council's website: www.bromsgrove.gov.uk (look for local plans section.)

Document Name	Start preparing Issues and Options	Consultation on Preferred Options	Consultation on Submission version	Estimated Examination Date	Estimated date for Binding Report	Estimated Adoption Date
Local Development Scheme	October 04	N/A	N/A	N/A	N/A	January 05
Statement of Community Involvement	October 04	February 05 / March 05	July 05	October 05	January 06	March 06
Core Strategy	November 04	September / October 05	June 06	December 06	June 07	September 07
Proposals Map	N/A	N/A	June 06	N/A	N/A	September 07
Longbridge AAP	October 05	August / September 05	March / April 07	September 07	After September 07	After September 07
Generic Development Control Policies	September 05	September / October 06	July / August 07	After September 07	After September 07	After September 07
Affordable housing SPD	January 05	N/A	November / December 05	N/A	N/A	June 06
Managing Housing SPD	December 04	N/A	September / October 05	N/A	N/A	February 06

7. How will we involve people?

A basic minimum for involvement would be informing the required (*statutory*) consultees about documents and when they were being produced. We intend to do much more and it is our intention to involve as many parties as possible and use a variety of techniques to involve the public.

Our Vision for Community Involvement

To involve local people in local planning through appropriate and relevant methods, providing them with an opportunity to understand, provide their views, and contribute to document production if they wish to.



Principles for involvement








We intend to adopt an approach, which is;




- **Accessible**, have documents and hold events in the most suitable places for people to make use of
- **Genuine**, to only involve people when they can have a real influence on the outcome of a plan
- **Transparent**, to keep the lines of communication open
- **Appropriate**, to use the best method possible for involving people

Fig 5. Methods for involvement

Throughout the process of creating the SCI we consulted the community on how they would like to be involved. From the views expressed, we have identified a variety of methods for involving the community. The methods we will use to keep people informed and involved in the LDF process are:

Method	Our Approach
<u>Letter</u> 	Letters will be sent out to all required consultees, all those who have expressed a specific interest and local bodies who may have valuable input, to inform them of any consultation they may want to take part in or about a document that has been released for consultation.
<u>Email</u> 	Emails will be used when appropriate. All documents will be available in an electronic format via email as this is an important way of saving paper.

<p><u>Exhibitions</u></p> 	<p>An exhibition including explanatory posters and leaflets will be held to inform people about any documents that have been produced. These exhibitions will be held at the Council House, the Customer Service Centre and other locations as appropriate.</p>
<p><u>Workshops</u></p> 	<p>Workshop events will consist of a presentation followed by group work in order to discuss the issue at hand. These organised discussion group events can be very worthwhile but can be very resource intensive. Workshop event or focus group will be held for documents. Which technique we will use depends on the nature of the document.</p>
<p><u>Focus Groups</u></p> 	<p>Focus groups bring together a small number of <i>stakeholders</i> to discuss a specific issue in depth. They will be used to explore specific subjects in detail.</p>
<p><u>Website</u></p> 	<p>The Council's website has proven to be a very useful tool when engaging the public. All documents will be available online free of charge. There will also be a summary of each document and details of any planning events where the community can get involved.</p>
<p><u>Newsletter</u></p> 	<p>The Council has a bi-annual newsletter, which is sent out to every home in the district. The Planning Department will make use of this to inform the community about the LDF process and how they can be involved.</p>
<p><u>Public Meetings</u></p> 	<p>The Council holds public meetings called Spotlight Evenings at various locations throughout the district. If the timing of a Spotlight Evening coincides with the production of a document, a Planning Officer will attend the Event to inform the community about the document and receive the public's feedback on the issue.</p>
<p><u>Questionnaire</u></p> 	<p>Questionnaires will be used at an early stage of document production to gauge public opinion on a specific topic. Questionnaires will generally be sent out to members of the public who have previously displayed an interest in the subject to find out their opinions on certain matters. This is technique is useful when we need quantitative data.</p>

<p><u>Physical Planning</u></p> 	<p>Physical Planning refers to using interactive displays and 3-D plans to illustrate the issue we are dealing with. These techniques tend to be very popular with the public and can help those who have not taken part before to have their say. Physical Planning will be used in conjunction with other methods to help maximise involvement.</p>
<p><u>Interviews</u></p> 	<p>It may be useful to do one to one interviews with specific individuals who have links to a specific subject to get their in-depth knowledge of the subject. This technique will be employed when appropriate.</p>
<p><u>Media</u></p> 	<p>There are <i>statutory</i> requirements for the Council to publish details of consultation periods in a newspaper which covers the whole of the District. We will attempt to get extra media coverage of any events to improve publicity.</p>

A wide variety of methods have been identified in order to involve as many people as possible in the most suitable way for them. Different people will want to be involved in the process to different degrees. Some people may wish to be informed of when documents are being produced and others may wish to devote their time to taking part in focus groups, for example. We are also aware of the suitability of different methods at different stages of document production. At early stages we may seek to gather quantitative data (views, reasoning and suggestions) and this may involve a workshop or focus group; later stages will necessitate as much publicity of proposals as possible to ensure people are aware of proposals.

Piggybacking

Piggybacking refers to the Council's Planning Department getting involved in and attending the meetings of other groups. This relates to our intention to link our activities with other community initiatives. By 'piggybacking' events we will be able to reach a broader and, potentially, a greater number of people than we would otherwise be able to do. We will make every attempt to attend meetings of other organisation, such as the parish councils, on request.

The following table shows the various pros and cons of the methods that have already been highlighted;

Method	Pros	Cons
Newsletter	Regularly updated; Reaches large numbers	Can be costly; Can be time consuming; May not be read
Exhibitions	Gives opportunity for comments; Can be effective publicity	Few may attend, those who do may not be representative; Who is reached is very time dependent.
Questionnaires	Low in cost and time; Reaches many people; Detailed replies; Easy to analyse data	Not good for complex questions; Can get few responses; Viewed as dull; Hard to reach may not reply
Focus Groups	Can involve hard to reach; Can be complex and in depth; Allows for interaction	Costly; Time consuming; Difficult to analyse results;
Public Meetings	Inexpensive; Flexible; Involves large numbers	Turnout can be poor Attendees may not represent community Can be difficult to organise
Workshops	Can go into detail; Large numbers can take part; Everyone actively participates	Requires skilled managers; Can be difficult to organise; Can be expensive; Time consuming
Physical Planning	Easy to set up; Entertaining; Can deal with complex issues; Can involve hard to reach	Costly; Needs suitable venue; Cannot ensure representative
Letter/ Email	Can be detailed Only informs the reader	Will only reach people already involved
Interviews	Detailed: Involving	Time consuming: Only possible on a very small scale
Website	Easy to access Easy to update	Lack of access to internet

Inform, Consult, Involve?

Community involvement refers to a wide range of activities each with a varying level of involvement. Some of the methods can **inform**, some can **consult** and some can, more actively **involve**. At a very basic level we can inform people that a document has been produced and is available for consultation. This may include sending out letters and putting up posters to **inform** people about the document. Some of the methods mentioned will go further and **consult** people asking for their opinion on particular issues. This will include methods such as questionnaires and perhaps focus groups. One step further is to more actively **involve** people in the development of the documents. For example, workshop events can be used to involve people in identifying priorities and shaping plans.

We aim to have an increased emphasis on using more interactive methods such as focus groups and on getting people involved early at a stage, where they can have a real say on the future of a plan. However, for every document we produce, we will use a variety of methods to insure that we **inform**, **consult** and **involve** the community, providing an opportunity for everyone to be involved at a level that suits them. The following table reviews each method in terms of how it can be used to involve the community:

	Does it inform?	Does it consult?	Does it involve?
Letter/Email	✓	X	X
Exhibition	✓	X	X
Piggybacking	✓	✓	X
Workshop Event	✓	✓	✓
Focus Group	X	✓	✓
Website	✓	X	X
Newsletter	✓	X	X
Questionnaire	X	✓	X
Public Meeting	✓	✓	X
Physical Planning	X	✓	✓
Interviews	X	✓	✓
Media Coverage	✓	X	X

Fig 6. Choosing the appropriate approach

The following table explains how we intend to use each of the methods in developing the different documents. The table indicates methods that will definitely be used (indicated by a ✓) and methods that may be used if we have the necessary resources and it would prove useful to do so (indicated by a ?).

Stage 1 - early community involvement including evidence gathering and issues and options

Stage 2 - consultation on Council's preferred options (or draft SPD)

Stage 3 - consultation on submission document (N.B. This stage does not occur for SPDs.)

Refer back to Figure 2 for more information about stages.

Consultation Method	Core Policies			Development Plan Document (DPD)			Supplementary Plan Document (SPD)	
	1	2	3	1	2	3	1	2
Document available to view	-	✓	✓	-	✓	✓	-	✓
Leaflet/ Summary available	✓	?	?	✓	?	?	✓	?
Advert in paper	-	✓	✓	-	✓	✓	-	✓
Press Release	?	✓	?	?	✓	?	-	✓
Exhibition	✓	?	-	?	?	-	?	?
Informal Questionnaire	✓	-	-	?	-	-	✓	-
Focus Group	✓	?	-	✓	?	-	?	?
Workshop	✓	-	-	?	-	-	?	-
Physical Planning	✓	-	-	?	-	-	-	-
Informing via email and letter	-	✓	✓	-	✓	✓	-	✓
Public Meeting	?	?	-	?	?	-	-	?
Interviews	✓	?	-	✓	?	-	✓	?

8. Access to Information

The Council recognises the importance of effective communication. All Local Development Documents will be available for review at the locations below:

- The Council House
- All District Libraries
- The Council Website www.bromsgrove.gov.uk/localplans
- Customer Service Centre

We will also advertise in the local press when a draft version of any document is available for consultation and prior to submission to the *Secretary of State*. The advert will state where and when the documents can be viewed. The LDD's will be available in a variety of different formats including: -

- Paper copies – leaflets, posters and paper copies of documents, which will be placed in key community locations;
- Electronic Versions –that can be e-mailed to interested individuals/organisations;
- Website – proposals documents, proposals matters, availability of proposals documents for inspection (with times, locations, places) will be published on the Council's website – www.bromsgrove.gov.uk

We will also make documents available in other languages and formats (large print, Braille) as needs are identified. Any comments that people wish to make on any of the LDDs can be sent to the Council by post or by emailing the following addresses

Planning Policy
Bromsgrove District Council
The Council House
Burcot Lane
Bromsgrove
Worcestershire. B60 1AA
Tel: 01527 881325 / 881323
Fax: 01527 881313
email: planningpolicy@bromsgrove.gov.uk

9. Feeding back and taking views into account

The views that are expressed by the community during any involvement activity will be fed into the process of document production. Feedback from consultation will be made available in summary form and will be used to influence the drafting of policy. Those who participate in the process will be told what the outcomes of consultation processes were and how the results will be used to move the process forward. Ensuring people are kept informed of the outcome of events is seen as a vital part of the new planning system to reinforce the message that public involvement is helpful and worthwhile.

We are committed to incorporating the consensus views raised through involvement into the preparation of the documents. At both the Preferred Options stage, and also at the Submission stage of the DPDs, we will;

- Acknowledge written comments by letter or e-mail;
- Record comments from public meetings and forums and feed these into the process;
- Produce a summary of written comments received during meetings and make these publicly available on the Council's Website,
- Produce a report to Members listing all written comments received, our responses and recommendations as to what changes, if any, should be made. This report will also be available on the Council's website.

The Council will also keep contributors informed, where possible, through using;

- The Local Media, e.g. Press Releases;
- Newsletters such as Council Chat, distributed to all households in Bromsgrove District;
- Officer presentations to *stakeholder* groups who have been involved in participation events and those who contact us to request a presentation.

10. Ongoing Involvement

We will develop and maintain the contact management database of those people and organisations that wish to be involved in the LDF process, to enable a two-way flow of information at the key stages of developing planning policy.

Fig 7. What do we mean by 'Community'?

<p>Required consultees Have to be involved in the Planning Process</p>	<p>Hard to Reach Groups Those groups who tend not to get involved</p>	<p>Communities of Place Those who have an interest in a specific geographical area</p>
<p>For full details see Appendix 2, examples include; English Nature, Highways Agency, Environment Agency</p>	<p>Single Parents, Disabled people, Carers, Elderly, Young people, Black and minority ethnic groups</p>	<p>Landowners Parish Councils Community Groups Resident's Associations Ward Councillors Members of Parliament</p>
<p>Communities of Work Those who have the primary interest of employment</p>	<p>Service Providers The providers of the services available in the District</p>	<p>Communities of Interest Communities that can be defined by the common interest they share</p>
<p>Chamber of Commerce BROMARK Self-Employed Unemployed Micro Enterprise Small to Medium Enterprise Large Enterprise Agricultural Businesses Agricultural Employees</p>	<p>Telecommunications Providers Utility Providers Tourism Providers Emergency Services Health Services Public Transport Providers Community Transport Providers Educational Establishments Rural Service Providers</p>	<p>Housing Groups Transport User Groups Agencies (Regional, County, Local, National) Local Strategic Partnership Countryside and Nature Preservation Arts and Culture Community Safety Sports, leisure and recreation Faith Groups Development Industry</p>

11. Who we will consult

As a minimum the Council must consult a list of required consultees about every document we produce or planning application. This list is available in Appendix 2. Clearly it is vital we involve more of the community than just the required consultees.

Many groups may be harder to reach than others. The Council will aim to remove any barriers that may hinder people from taking part in the planning process. Groups that may find it difficult to get involved include;

- People with disabilities,
- Carers
- Elderly people,
- Young people,
- Those affected by rural exclusion,
- Black and Minority Ethnic Communities and
- Those who work long hours

In an attempt to remove the barriers to involvement for these groups the Council will;

- Use a variety of involvement techniques to reach as many people as possible,
- Reach rural communities through Parish Councils,
- Hold events outside of normal working hours,
- Contact specific representative groups for advice on encouraging involvement, and
- Produce documents in different languages and formats

To reach the 'communities of work' we aim to involve as many people as we can through their field of employment. The contact database has the details of many local businesses and places of work as well as those of representative bodies. These people will be kept informed of involvement opportunities throughout the plan making process.

In an attempt to involve as much of the community as possible in the planning process we will target many local groups with specific interests such as Transport user groups or Housing Issues groups. These groups will be informed of all

community involvement opportunities and will be asked specifically to take part in the development of documents that involve their interests.

‘Communities of place’ are those who have a specific interest in the District of Bromsgrove. This will include organisations such as the Parish Councils and specifically the local organisation, ‘Our Bromsgrove.’

The service providers of the District will also be targeted. They will play an important role in development of plans, as they will have important and specific areas of knowledge that will be of considerable value to the development of our plans

12. Community Involvement in the Development Control Process

The Development Control process involves the consideration of individual planning applications, such as a house extension or new shopping centre, against the different planning policies, and also the enforcement of planning conditions that have been imposed on developments.

Currently most people only get involved in the planning system through development control and planning applications. This could be through applying for planning permission for an extension, getting a letter about an application close to you or seeing a site notice.

It is important that the public are involved in the determination of planning application process as well as planning policy. The SCI also aims to set out a framework of community involvement for the different types of planning application. The Development Control department of the Council gets over 1,500 applications each year. These range from advertising consent and house extensions to major applications from developers for building houses.

The main way for people to have their say in the planning application process will be through sending a representation to the Council about the application. This may be in support of the application or an objection to it. The representation will be taken account of when a decision is being made on the application.

In order to deal with the different types of planning application, the government has proposed that a tiered system of involvement be used. More minor applications may have the *statutory* minimum amount of community involvement whereas other types of application may require more.

The government's definition of a major application is;

- A residential development comprising 10 or more dwellings or,
- A site area of 0.5 hectares or more where the number of dwelling is not given or,
- For other uses where the floor space to be built is 1000m² or more or
- When a site area is 1 hectare or more

Greater community involvement will be necessary in these cases. However, it is often not these cases that prove to be the most controversial. In light of this there will also be a category of applications that will be termed 'significant'. It can be difficult to identify what will be a significant application but it will include applications which;

- Are likely to attract significant public interest,
- Will have a significant physical impact on the area and;
- Form a departure from the Local Plan or subsequent *Development Plan Documents*

There may be other circumstances where an application may be deemed to be 'significant'. A planning officer can judge an application to be significant if past experiences have shown that similar applications have proven to be controversial.

If you have any queries about the development control process or about a planning application please email planning@bromsgrove.gov.uk or call **01527 881346**.

Fig 8. The Planning Application Process

The following flow diagram shows the planning application process for a minor application. An explanation of how the process will be different for both 'major' and 'significant' application follows.

Pre-application

Applicant can contact an Officer for advice on the **Planning Help line**, Monday-Friday, 10am-4pm on **01527 881346**. The applicant can also look up the Council's Website, www.bromgrove.gov.uk for advice and links to other useful websites

Application received

A notification letter is sent out to all those who own land neighbouring the development and also to required consultees

If a landowner can't be identified or a public right of way, conservation area, listed building is affected or an environmental statement attached, a site notice will be put up or a newspaper advertisement will be placed

A weekly list of all applications is available at the Council House, in Local Libraries, at Parish Council Offices and on the Council's Website

Anyone can make a representation within 21 days of the application being registered
(For English Nature 28 days in the case of a planning application potentially affecting a SSSI or in a SSSI consultation area. Section 28 of the Wildlife and Countryside Act 1981 as amended by Section 75 and Schedule 9 of the Countryside and Rights of Way Act 2000)

Decision on application

The officer considers the merits of the application and the representations that have been sent in. They write a report and make a recommendation.

Usually the Director of Planning Services makes a decision about the application but the decision can be referred to Planning Committee at the Officer or Councillors request.

Notification

Decision notices can be viewed on the Council Website

Letters will be sent out to all those who made a representation. If more than 12 people make representations a notice will be placed in the newspaper instead

Appeal

Applicants can appeal if the application is refused planning permission, or specific conditions have been imposed or if the application was not processed in 8 weeks

If an inquiry does occur, a site notice or newspaper advertisement will publicise this and letters will be sent out to all statutory consultees.

Major Applications

If an application falls into the major category there will be a number of differences. A site notice will be put up or an advertisement will be placed in the relevant newspaper¹. All major applications will go to the Planning Committee² for a decision. They also take 13 weeks as opposed to 8 weeks to process the application.

The Council recommends that any developer proposing a major development in the District contact the Council for a pre-application discussion. We will encourage any developer doing so to consider involving the community prior to submitting their application. We would expect the developer to maintain the highest standards when conducting community involvement work.

Significant Applications

Applications that are deemed to be significant are those, which are likely to have significant public interest. These types of applications could be where the proposal forms a departure from the development plan, or the location is sensitive for reasons such as affecting the setting of a listed building, the character/appearance of a conservation area, the effect on protected trees or other natural habitats, or could cause adverse traffic problems and impact on the amenity of local residents. This is an indication of what could be a significant application and does not include all possibilities.

With this in mind, it is likely developers proposing 'significant' applications will need to involve the community to a greater degree. The community involvement should include:

- Attending or arranging a public meeting,
- Holding an exhibition, and
- Releasing a development brief.

¹ Notices will be placed in the relevant newspaper covering the District. It will be either, the Bromsgrove Advertiser, the Bromsgrove Standard, the Redditch Indicator, the Stourbridge News or the Birmingham Post

² Members of the public can attend Planning Committee but cannot currently speak at committee. This situation is under review and it is expected that a trial period of public speaking at Planning Committee will commence sometime this year.

The Council will encourage any developer to have a pre-application meeting with the Council about the proposed development and the community involvement that should be undertaken. The Council will play a guiding role regarding the development to ensure high standards are maintained but without compromising their impartiality. The consultation methods adopted should be relevant and appropriate for the exact nature of the planning application and those to be involved.

13. Resources and Management

Involving the community in an effective way, particularly through more interactive methods, can be very time consuming and costly. This is why it is important that the process is appropriately resourced and managed. We have carefully considered how the community will be involved and have developed an approach that is fit for purpose but also achievable within the constraints of the Council's resources. The Head of Local Plans will manage the whole process. Other resources, which we will need take account of, are as follows:

➤ Budgets

The Local Plans team has two budget sources: The Council's Planning Budget and The Planning Delivery Grant (PDG.) The Council's Planning Budget for this financial year takes account of the community involvement initiatives set out in the SCI and their costs. The Planning Delivery Grant (PDG) is awarded to the Council by Central Government. The amount of PDG the Council receives is based on our performance and how well we meet targets. It is important that we keep to the timetable set out in this document in order to receive as much PDG as possible. The PDG was considered when deciding on the timetable of document production.

➤ Staff

The Local Plans team will carry out much of the community involvement work. Other sections of the Council will provide assistance as necessary. We are aware that the Council has suffered staffing problems, with many posts being vacant long term. This may affect the LDF process and may limit our resources. As such we must be prepared to review our approach to community involvement in response to this. A review will be undertaken as part of the monitoring process.

➤ **Consultants**

Part of our Planning Budget is set aside for employing consultants. A detailed review of the potential benefits and costs will be undertaken to help us decide if it will be appropriate to hire consultants to undertake community involvement work.

➤ **Equipment and Materials**

The Council already has access to equipment and materials such as IT facilities and projectors needed for successful community involvement. Part of our Planning Budget is set aside for equipment and materials. By working with the other Council departments and in collaboration with other local organizations, additional equipment and materials will be available to us.

➤ **Venue hire and other direct costs**

Most community involvement activities will be undertaken free of charge at the Council House. It has proven to be an accessible and suitable venue in past consultation experiences. We will also aim to minimise the costs of undertaking events by attending the events and/or combining with the events of other organisations. The timetable of production for the LDF has been arranged so consultation periods for different documents will coincide. This will enable us to reduce the overall number of events and minimise costs. It will also mean that the community will not suffer from over-consultation (consultation fatigue) and will be more likely to get involved.

➤ **Members**

The Councillors, through their role as representatives of the community will have an important part to play throughout the LDF process. Not only will members be involved in the LDF Working Group but also they will be involved through the consultation events.

14. Planning Aid

West Midlands Planning Aid is an independent service that will provide free advice on planning matters to those groups and individuals who cannot afford professional fees. The service can help communities to prepare themselves for getting involved with the

LDF and the Development Control process. The Council has and will continue to look to the Planning Aid service for advice throughout the LDF process, as they may be able to facilitate and encourage more effective involvement. The Council will aim to make the public more aware of the service and what it has to offer.

15. Monitoring

The SCI is not intended to be a static document. Community involvement is a process of continuous learning. The SCI will change over time as we learn through experience. The Council will be producing an *Annual Monitoring Report* (AMR) to ensure work is being completed efficiently and effectively. As a part of the AMR the SCI will be reviewed. If there is a deficiency in the SCI, changes will be made. As part of the review process the community will be asked when they take part in any event, their opinion of the event and how it could be improved.

The monitoring process is in place to help ascertain if;

- The SCI is effectively engaging communities and if not, why not?
- The techniques being used are working and if not, why not?
- There is any room for improvement

The first AMR will be produced by December 2005 and will be available on the Council's Website, www.bromsgrove.gov.uk.

16. Legal Duties

The Race Relations Act (2000) sets out the duty of The Council regarding race relations. We have a duty to remove any unlawful discrimination and to promote equality. Community involvement must reflect this. The Council must also comply with the duty outlined in the Disability Discrimination Act (1995) to provide a public service that doesn't discriminate against disabled people by providing them with a lower standard of service.

Therefore we will make sure that there are no barriers for people from Black and Ethnic Minority communities or those with disabilities in getting involved in the planning process. We will remain in contact with representative organisations throughout the LDF process to ensure that we are making every reasonable effort to involve these groups in the planning process.

17. Conclusion

The purpose of the SCI is to set out how people can be involved in the planning process. The development of the document has involved a broad range of community representatives through a survey, workshop and *statutory* consultation period. We recognise that it is essential to ask the community how they wish to be involved – resulting in a document that has been developed in line with its own principles. All of the comments were considered and have been incorporated into this version of the document. It is the Council's view that this document meets all of the necessary criteria of an SCI.

It explains:

- The minimum requirements for community involvement,
- The links with other community initiatives,
- The local groups and bodies to be involved generally,
- How involvement will occur in a timely and accessible way,
- That we have the resources to carry out the work proposed,
- That suitable methods will be employed,
- How results of involvement will be fed into document production,
- How people can be involved in planning applications, and
- How the SCI will be reviewed.

Appendix 1: Glossary

Local Development Framework (LDF)

This is the portfolio of DPDs (Development Plan Documents) and SPDs (Supplementary Plan Documents.) This will be the framework for delivering the planning strategy and policies for Bromsgrove District.

Development Plan Documents (DPD)

These will be the key documents of the LDF they will contain development plan policies and be subject to independent examination.

Supplementary Planning Documents (SPD)

Each SPD will cover a specific issue, which will provide additional guidance for policies in the *DPDs*.

Local Development Scheme (LDS)

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

Annual Monitoring Report (AMR)

This document will show the progress of plan production set out in the LDS and how effective the development plan policies have been.

Sustainability Appraisal (SA) Report

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

Strategic Environmental Assessment (SEA)

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

Local Strategic Partnership (LSP)

A partnership of members from many different bodies responsible for the Community Plan

Statutory

Based on a legal requirement. Certain consultees are statutory and we are required to consult them. They are referred to as required consultees in this document.

Stakeholders

Person with a share and/or an interest

PINS

Planning Inspectorate, the governing body of planning

Secretary of State

Office of the Deputy Prime Minister

Appendix 2: Required Consultees

Consultee	Required Consultee for Development Plan Document	Required Consultee for Planning Applications
Regional Government body – Government Office of West Midlands (GOWM)	✓	
Regional Planning body - West Midlands Regional Assembly	✓	
Regional Development Agency – Advantage West Midlands	✓	
DEFRA (Department for the Environment Food and Rural Affairs)	✓	
County Council – Worcestershire County Council	✓	✓
Adjoining County Councils - Staffordshire County Council Warwickshire County Council	✓	✓
Adjoining Local Planning Authorities – Birmingham City Council Solihull Metropolitan Borough Council Stratford-on-Avon District Council Redditch Borough Council Wychavon District Council Wyre Forest District Council South Staffordshire Council Dudley Metropolitan Borough Council	✓	✓
Town and Parish Councils -	✓	✓
Adjoining Parish Councils	✓	✓
Environment Agency	✓	✓
Countryside Agency	✓	✓
English Nature	✓	✓
English Heritage	✓	✓
Network Rail	✓	✓
Relevant Telecommunications company	✓	
Strategic Health Authority - West Midlands South Strategic Health Authority	✓	
Relevant electricity and gas companies	✓	✓
Relevant sewerage and water undertakers	✓	
Equal Opportunities Commission	✓	
Local Airport Operators	✓	
Health and Safety Executive		✓
Secretary of State for Transport		✓
Rail Operators		✓
Local Highways Authority	✓	✓
The Coal Authority		✓
The Theatres Trust		✓
Department for Environment, Food and Rural Affairs (DEFRA)		✓
Waste Regulation Authority		✓
British Waterways		✓

The Commission for Architecture and the Built Environment		✓
Council for British Archaeology		✓
Council for the Protection of Rural England		✓
Forestry Commission		✓
Highways Agency	✓	✓
Sport England		✓
Voluntary bodies some or all of whose activities benefit Bromsgrove		
Bodies which represent the interests of different racial, ethnic or national groups in Bromsgrove		
Bodies which represent the interests of different religious groups in Bromsgrove		
Bodies which represent the interests of disabled persons in Bromsgrove		
Bodies which represent the interests of persons carrying on business in Bromsgrove		

Appendix 3: Other Consultees

This is not an exhaustive list and will be updated as necessary

Active Permissions	Bromsgrove Rovers Supporters' Group
Advantage West Midlands	Bromsgrove Salvation Army
Age Concern	Bromsgrove School
Alcohol Advisory Team	Bromsgrove Society
All Saints Church	Bromsgrove Society Local History Group
Alvechurch Historic Society	Bromsgrove Swimming Club
Alvechurch Parish Council	Bromsgrove Tangent Club
Army Cadet Force	Bromsgrove Tennis Club
Aston Fields Workmen's Club	Bromsgrove United Charities
Avoncroft Arts Society	Bromsgrove United Reform Church
Avoncroft Museum of Historic Buildings	Bromsgrove Youth Centre
BARN	Brookhaven
Barnt Green Parish Council	Broome Parish Council
Belbroughton Heritage Village Society	Burma Star Association
Belbroughton Parish Council	BYHF - Baseline Service
Bentley Pauncefoot Parish Council	C.P.R.E (Bromsgrove District)
Beoley Parish Council	Catshill & North Marlbrook Parish Council
Bewell Head Workmen's Club	Catshill 20/20
Birmingham City Council	Catshill Workmen's Club
Black Environment Network	Centro
Bourneheath Parish Council	Centro (WMPTE)
British Wind Energy	Chaddesley Corbett Parish Council
BROMARK	Chamber of Commerce Herefordshire & Worcestershire
Bromford Housing Group	Charford Multi Agency Resource Centre (CACTUS)
Bromsgrove & Redditch Advocacy Group	Church Centre
Bromsgrove 41 Club	Church of God of Prophecy
Bromsgrove Access Group	Churches Together
Bromsgrove Action Group for Older People	Churchill and Blakedown Parish Council
Bromsgrove and District Guides and Brownies	Clent History Society
Bromsgrove and District Twinning Association	Clent Parish Council
Bromsgrove and Redditch Mind	Cofton Hackett and Barnt Green Parish Centre
Bromsgrove Baptist Church	Cofton Hackett Parish Council
Bromsgrove Boaters	Community First
Bromsgrove CAB	Connexions
Bromsgrove Christian Church	Country Landowners Association
Bromsgrove Court Leet	Countryside Agency (West Midlands)
Bromsgrove Cricket, Hockey, Tennis, Croquet Club	Court Leet
Bromsgrove District Primary Care Group	CPRE Worcestershire Branch (CPRE)
Bromsgrove District Scouts	Cyclists's Touring Club (CTC)
Bromsgrove Homelessness Forum	David Lloyd Leisure
Bromsgrove Junior Chamber	Diocese of Worcester/Worcester DBF
Bromsgrove Labour Club	Dodderhill Parish Council
Bromsgrove Ladies Club	Dodford with Grafton Parish Council
Bromsgrove Lions Club	Dudley Metropolitan Borough Council
Bromsgrove Mental Health Resource Centre	Employment Service
Bromsgrove Methodist Centre	English Heritage
Bromsgrove Round Table	

English Nature	National Trust - Severn Regional Offices
Environment Agency, Upper Severn Area	Network Rail
Feckenham Parish Council	NEW College
Federation of Master Builders	Nexus Housing Association
Federation of Small Businesses	North East Worcestershire College
Finstall Parish Council	NSPCC
Frankley Parish Council	O.G.C
Friends of the Earth (West Midlands)	O2
Gingerbread	Oldberrow Parish Council
Girls Brigade	Open Spaces Society
Government Office for the West Midlands	Orange
GPU Power UK	Our Bromsgrove
Hagley Hall	Our Lady of Perpetual Succour
Hagley Parish Council	Pegasus Planning Group
Hanbury Parish Council	R A F Association, Bromsgrove & Redditch Branch
Hanover Housing Association	Racial Equality Council
HCD Architecture	Railtrack PLC
Health Development Team	Ramblers Association
Heart of England Tourist Board	Redditch and Bromsgrove Primary Care Trust
Hereford and Worcester Gardens Trust	Redditch Borough Council
Herefordshire & Worcestershire Transport 2000	Romsley Parish Council
Herefordshire & Worc's Earth Heritage Trust	Rotary Club - Bromsgrove
Herefordshire and Worcestershire RIGS Group	Rotary Club of North Worcestershire
Highways Agency	Royal British Legion
House Builders Federation	Royal Naval Association (Bromsgrove Branch)
Housing Corporation	Rubery Village Business Association
Housman Society	Rubery Youth Marching Band
Huntington Parish Council	Rural Housing Trust
Hutchinson 3G	S.B.M.H.T
Icknield Street Action Group	Sandwell MBC
Judd Medical Ltd.	Schools Outreach
Kinver Parish Council	Severn Trent Water
Lickey and Blackwell Parish Council	Shelter
Lickey End Parish Council	Simon N Hartshorne
Lickey Hills Society	Solihull Metropolitan Borough Council
Local Sports Council	South Staffordshire Council
Malcolm Judd & Partners	Sport England (West Midlands)
Mappleborough Green Parish Council	St John Ambulance, Quadrilateral Division
MARC	Stoke Heath Neighbourhood Watch
Millennium Volunteers	Stoke Parish Council
Millfields and District Social Club	Stoke Prior Youth Group
MIND	Stratford on Avon District Council
Multi-Agency Resource Centre	Sustrans
N.E.W Hope	Tanworth-in-Arden Parish Council
National Children's Home Aftercare	The Abbeyfield, Rubery & District Society
National Farmers' Union	The Bird Trust
National Grid Transco	The Bromsgrove Festival
National House Building Council	The Bromsgrove Society
National Housing Federation (West Midlands)	The Caravan Club
National Playing Fields Association	The Chairman of the West Midlands Parks Forum
National Rural Enterprise Centre	The Countryside Agency

The Inland Waterways Association
The Lickey Community Group
The Prince's Trust
The Royal British Legion (Aston Fields Branch)
The Stoke Prior Business Association
The Woodland Trust
The Worcestershire Partnership
T-Mobile
Touchstone Housing Association
TRANSCO
Travel West Midlands
Tutnall & Cobley Parish Council
Upton Warren Parish Council
Victorian Society
Vodafone
W.R.V.S
Weaver PLC Construction
West Mercia Constabulary
West Mercia Housing Group
West Mercia Police
West Midland Arts
West Midlands Planning Aid Service
West Midlands Regional Assembly
West Midlands RSL Planning Consortium
William Morris Supermarkets
Worcester and Birmingham Canal Society
Worcester Archaeology Society
Worcester BTCV
Worcestershire Association for the Blind
Worcestershire Biodiversity Partnership
Worcestershire Business Partnership
Worcestershire Carers Unit
Worcestershire County & Mental Health Trust
Worcestershire County Council
Worcestershire Federation of WI's
Worcestershire NHS Trust
Worcestershire Racial Equality Council
Worcestershire Rural Housing Enabler
Worcestershire Special Olympics
Worcestershire Tourist Board
Worcestershire Wildlife Trust
WRVS Rural Rides Bromsgrove
Wychavon District Council
Wyre Forest District Council
Wythall Community Association
Wythall Parish Council
Wythall Ratepayers & Residents Association
Youth Enquiry Service
Youth Officer-Participation & Information
Youth Worcs
Youth Zone

BROMSGROVE DISTRICT COUNCIL

EXECUTIVE CABINET

6th SEPTEMBER 2006

OUTTURN OF THE REVENUE AND CAPITAL BUDGET 2005/06

Responsible Portfolio Holder	Councillor Margaret Taylor
Responsible Head of Service	Head of Financial Services

1 SUMMARY

- 1.1 The purpose of this report is to inform Executive Cabinet of;
- 1.2 the financial outturn position of the Revenue budget with comparison between actual spend and budget for the financial year 2005/06 and
- 1.3 the outturn position on capital schemes and the capitalisation direction and to present the capital outturn statements with the variances on all capital schemes as at the end of financial year 2005/06. Expenditure has been compared to the estimated outturn for 2005/06 which comprises the Original Capital Budget as approved by Executive Cabinet, budgets carried forward from 2004/05, and additions as approved by Executive Cabinet and the resources made available under the capitalisation direction.
- 1.4 It should be noted that the amounts contained within this report are still subject to audit and may therefore change.

2 RECOMMENDATIONS

- 2.1 It is recommended that:
 - 2.1.1 the net revenue outturn position of £9.747 million against the Budget of £9.561 million be noted;
 - 2.1.2 The use of reserves and balances be noted and approved
 - 2.1.3 the capital underspend of £2.065 million against the Estimated Outturn Capital Programme for the year 2005/06 be noted;
 - 2.1.4 the progress made on capital schemes in the year 2005/06 be noted and budget carry forwards totalling £1.655 million be approved
 - 2.1.5 that the total expenditure of £1.571 million made available under the capitalisation direction be noted.

3 **BACKGROUND**

3.1 **Revenue Budget 2005/06**

- 3.1.1 On 1st March 2005 Council approved a Revenue budget of £11.298m relating to the cost of General Fund Services. An increase of £682k was made to the budget in respect of capital charges for depot vehicles and plant.
- 3.1.2 In addition to this expenditure an income budget of £1.136m on interest on investments was included.
- 3.1.3 As part of the medium term financial plan there were savings identified of £1.640m and financial pressures of £1.372m that were included in the budget for 2005/06. From September 2005 monthly monitoring reports were prepared and circulated to Heads of Service for consideration and review and that any issues are addressed in a timely manner. Financial monitoring Reports were also presented to Executive Cabinet and Performance Monitoring Board on 30th November 2005 and 22nd March 2006 respectively.

3.2 **Capital Programme 2005/06**

- 3.2.1 On 1st March 2005 Council approved the original Capital Programme for 2005/06 totalling £4.409m.
- 3.2.2 During 2005/06 Executive Cabinet has approved various additional capital schemes which have subsequently been added to the capital programme. During the budget process for 2006/07 other changes have also been made to the capital programme and the total capital budget for 2005/06 now totals £6.365m. Full details of new schemes and other changes are shown in **Appendix J**
- 3.2.3 The estimated Outturn Capital Budget for 2005/06, including all capital schemes and the funds made available under the capitalisation direction, now stands at £8.365m. The details of each project are included in **Appendix K**.
- 3.2.4 **Appendix L** shows the requests for slippage of funds required for capital projects that have not been fully implemented during 2005/06. The reasons for carry forward requests include; awaiting delivery of refuse vehicles, the issues with finding land for RSLs to build social housing and the full implementation of the ICT infrastructure project.
- 3.2.5 Capital monitoring statements are prepared on a monthly basis and circulated to budget holders and senior management to show the progress on each scheme for the year to date. The statements also include a summary as to the latest position for the Council as a whole and allows any corrective action which may be required to bring the programme back onto track to be taken.
- 3.2.6 It has also been agreed that Performance Management Board be informed on a quarterly basis of the latest monitoring position on the 2006/07 Capital Programme.

4. REVENUE OUTFURN POSITION 2005/06 – Service Areas

4.1 The financial position for the revenue services for the financial year 2005/06 shows an overspend of £356k. The summary by Service Area is shown at **Table 1** below with further detail at **Appendices A to I**. The figures exclude capital charges to enable a direct comparison to expenditure.

Table 1

Service Department	Approved Budget 2005/06 £000	Exclude Capital Charges Budgets 2005/06 £000	Direct Expenditure/Income Budgets 2005/06 £000	Direct Expenditure/Income Actual 2005/06 £000	Variance Budget to Actual Outturn 2005/06 £000
Corporate Services	609	-33	576	657	81
Culture and Community Services	1,574	-278	1,294	1,362	68
E-Government and Customer Services	1,031	0	1,031	1,049	18
Financial Services	1,761	-9	1,752	1,667	-85
Legal and Democratic Services	1,563	-207	1,356	1,375	19
Organisational Development and Human Resources	465	0	465	409	-56
Planning and Environment Services	1,261	-21	1,240	1,156	-84
Street Scene and Waste Management Services	3,568	-778	2,790	3,185	395
TOTAL SERVICES	11,830	-1,326	10,504	10,860	356
Interest on Investments	-1,136		-1,136	-1,392	-256
TOTAL GENERAL FUND	10,696	-1,326	9,370	9,468	100

4.2 VARIATIONS

4.2.1 The main reasons for the variations are:

4.2.2 Corporate Services – £81K overspend

The overspend is as a result of the combination of savings arising from:

- vacancies within the Policy team £44k
- the budget that was not utilised in respect of single status support £50k
- additional income generated from the right to buy sales from BDHT £20k combined with additional costs as a result of;
- provision allocated for the potential costs of the decision of an employment tribunal £80k.
- targets that were realised across the departments rather than attributed solely to corporate services £114k.

4.2.3 Culture and Community Services - £68k overspend
The net overspend is due to a shortfall in the income generated from usage of the various leisure facilities within the district of £135k , offset by vacancy and service savings of £110k.

4.2.4 E-Government and Customer Services - £18k overspend
The overspend is due to software charges that were entered into before this financial year and consolidation of the software budget.

4.2.5 Financial Services - £85k underspend
There were a number of vacancies within Revenues & Benefits, financial accounts and audit which together with additional income generated from recovery of debts through the courts led to the underspend for the period. The department has recruited successfully to the majority of the posts during the first quarter of 2006/07 and therefore there will not be a significant underspend in future years.

4.2.6 Legal and Democratic Services – £19k overspend
The overspend relates to a combination of;

- additional maintenance and repairs works that have been undertaken within the Council House building including emergency drainage and plumbing works £91k
- savings within elections as a result on reducing the expenditure on ICT and general expenses £9k. vacancies within administration and registration £26k
- within corporate facilities there has been a significant under-spend in postage and packaging and hygiene machines £33k

During 2005-06 there were no strict measures in place to control the expenditure within facilities management. These measures are now in place in order to control spending in future years.

4.2.7 Organisation Development and Human Resources - £56k underspend
The level of the underspend relates to the corporate training budget that had not been allocated to the delivery of training and development during 2005/06. A planned programme of corporate and service based training is now in place and there is no underspend anticipated in 2006/07.

4.2.8 Planning and Environment Services – £84k underspend
The services within Planning and Environment have a net underspend due to the following reasons;

- Vacancy savings within the department £199k
- Shortfall in income targets in respect of planning applications, building regulations fees and land charges £97k. This is due to the planning moratorium that the Council has combined with a slight downturn in the housing market during 2005/06. The impact of the moratorium will continue to reduce the income in 2006/07 and this will be monitored closely and reported to members on a quarterly basis.
- Emergency drainage and sewerage works across the district £18k

4.2.9 Street Scene and Waste Management Services - £395k overspend

Within the street scene and waste management there are a number of factors that have resulted in the anticipated overspend as reported in Monitoring of Revenue and Capital Budget 2005/06 report dated 22.3.06.

The final position at year end position includes overspends relating to the use of agency staff, transport and reductions in income.

- There was an overspend of £270k against agency codes, however this is mitigated by an under spend on full time staffing costs of £364k. This has resulted in an under spend of £94k against all employee budgets.
- Vehicle repairs were overspent by £85k due to an underestimation of the true costs of the second hand recycling vehicles purchased last year and the age of the fleet in general.
- Fuel costs have increased by £142k primarily because of the additional costs incurred by the vehicle fleet for the recycling service and an increase in fuel price during 2005/06. There are also additional vehicle costs of £11k for similar reasons to cover licences and additional road fund licence.
- The additional vehicle hire cost mainly due to permanent breakdowns of existing fleet vehicles and the theft of one vehicle. Vehicles hired have included a cesspool tanker, a pavement sweeper, a kerbside recycling vehicle, a commercial waste refuse collection vehicle a skip vehicle and a supervisors van. Additional hire and extended lease costs amount to £82k during 2005/06.
- The insurance cost of all vehicles has increased by £40k due to insurance companies reassessing risks associated with the services provided.
- Income generation in general has decreased this year in a number of areas. Although the projected reduction in income for cesspool emptying had been reported as a decrease of £11k due to problems earlier in the year when we were experiencing reliability with vehicles and unable to service customers this has actually been reduced to a shortfall of only £3k. We have not generated the anticipated income from the transfer station, income for the rental of the Burcot room has reduced and there has been a loss of income on BDHT for their ground maintenance work. Income on bulky collections has also reduced by £7k. A net result of £9k reduction of income.
- No budget had been allocated for replacement of bins during 2005/6 £50k was spent on new or replacement bins, this was not highlighted in the previous reports as they had been coded as stock and not allocated to the service. There has also been a stock write off of £12k together with refunds of car parking charges to the Dolphin centre of £8k. An overspend within supplies and services of £70k.
- The budget for NNDR was insufficient resulting in an overspend of £50k. This has been addressed in the budget for 2006/07.

The total additional overspend anticipated for the year as detailed above amounts to £395k.

4.2.10 Interest on Investments

The interest on investments for 2005/06 was £1.136m which equates to an average return of 4.6%. Interest generated from investments was £256k more than originally budgeted.

5. SUMMARY OF REVENUE OUTTURN 2005/06

5.1 Revenue Balances

After the transfer of the net overspend of £186k and planned transfer to the revenue account to fund expenditure such as Shopmobility, the ICT Infrastructure Project and Depot Strategy totalling £82k, the General Fund Revenue Balances as at 31st March 2006 stood at £2.282 million. This is slightly higher than the projected balance of £2.261million given in the Medium Term Financial Plan reported to Cabinet on 22nd February 2006.

5.2 Earmarked Reserves

During the year a review of Earmarked reserves was undertaken and a number of reserves were consolidated into a Replacement Reserve. This reserve is intended for use to provide replacement vehicle, plant and ICT equipment. It is intended that in future the revenue effect of all new capital scheme will need to include amounts to be set aside in this Replacement Reserve to fund replacement at the end of an asset economic life. Members are asked to note that in order to limit the Budget overspend to £186k the planned contribution to the Replacement Reserve of £200k was not made during 2005/06.

5.3 Recovery Plan Expenditure

As part of the capitalisation direction received from the ODPM there were funds made available of £750k to utilise for areas where work was to be undertaken relating to the Recovery Plan. In addition to this a further £149k was allocated from the revenue budget to fund interim support required to deliver the recovery plan. The total allocated resource for 2005/06 is £899k. During the year a total of £1.084m was incurred against this funding in the following areas:-

SERVICE AREA	Actual Outturn 2005/06 £000
Corporate Services	481
E-Government & Customer Services	59
Financial Services	336
Legal Services	59
Organisational Development and Human Resources	1
Street Scene & Waste Management Services	148
TOTAL EXPENDITURE	1,084
Funded from Capitalisation Direction	-750
Net Cost to the Revenue Account	334

The overspend of £185 was in relation to the additional costs incurred from the initial unsuccessful recruitment to the Head of E-Government and Customer Services and the Planning and Environment Costs. The funds required for additional recruitment advertising and interviewing and the cost of extended use of interim managers were charged to the Recovery Plan.

5.4 Overall Summary

	Budget 2005/06 £000	Actual Outturn 2005/06 £000
Total General Fund	9,368	9,468
Recovery Plan	149	334
Replacement provision	200	0
Amra & Capital	-142	10
Funding from Balances	-12	-63
Total	9,563	9,749
Financed by		
Revenue Support Grant	-1,490	-1,490
Redistributed NNDR	-2,600	-2,600
Council Tax	-5,473	-5,473
Net Surplus(-)/Deficit	0	186

6. OUTTURN POSITION OF THE CAPITAL PROGRAMME

6.1 The actual outturn for the financial year 2005/06 is also shown in Table 2 and in **Appendix K**

6.2 The total financial position on capital expenditure at the year end shows an underspend of £2.065m for the year to date compared to the Estimated Outturn Programme and the resources made available under the capitalisation direction and full details can be seen in **Table 2**.

Table 2

DEPARTMENT	ESTIMATED OUTTURN BUDGET 2005/06 £'000	ACTUAL EXPENDITURE 2005/06 £'000	VARIATION TO ESTIMATED OUTTURN BUDGET 2005/06 £'000	REQUEST FOR BUDGET CARRY FORWARD TO 2006/07 £'000
Financial Services	200	200	0	0
Legal & Democratic Services	22	7	-15	15
Human Resources & Organisational Development	0	0	0	0
E-Government & Customer Services	2,097	1,626	-471	493
Street Scene & Waste Management Services	724	409	-315	333
Planning & Environment Services	2,139	1,714	-425	287
Culture & Community Services	1,183	773	-410	527
SUB-TOTAL CAPITAL PROGRAMME	6,365	4,729	-1,636	1,655
CAPITALISATION DIRECTION				
Restructure	1,250	821	-429	0
Recovery Plan	750	750	0	0
SUB-TOTAL CAPITALISATION DIRECTION	2,000	1,571	-429	0
TOTAL CAPITAL RESOURCES	8,365	6,300	-2,065	1,655

- 6.3 On 22nd February 2006 Executive Cabinet approved an estimated outturn of the capital programme of £8.365m with a projected underspend of £1.836m. The actual underspend of £2.065m as reported in the **Table 2** is higher than that expected. The carry forward requests of £1.655m are explained within the main schedule at **Appendix J** and are detailed at **Appendix L**.
- 6.4 The financing arrangements in respect of the actual payments in 2005/06 are summarised below in **Table 3** (subject to audit):

TABLE 3 – CAPITAL FINANCING

Provisional Financing – 2005/06	Available Capital Resources 01/04/05 £'000	Resources Received in 2005/06 £'000	Used for Financing in 2005/06 £'000	S106 Paid Over to WCC in 2005/06 £'000	Balance Available as at 31/03/06 £'000
Section 106 Agreements	2,332	984	1,367	**150	1,799
Government Grants	407	466	494	0	379
Capital Receipts	20,596	1,156	4,257	0	17,495
External Contributions	10	13	22	0	1
Direct Revenue Financing	0	31	31	0	0
*Specified Capital Grant (SCG)	0	129	129	0	0
Total	23,345	2,779	6,300	150	19,674

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

** Section 106 monies received for highways and education purposes are sent on to Worcestershire County Council for the financing of suitable schemes.

6.5 Recovery Plan Funds

Under the capitalisation direction, funds of £1.250m were made available for expenditure incurred on the restructure exercise. Following the approval of the final stage of the restructure at Executive Cabinet on 30th November 2005, the allocated funds of £1.250m will be utilised to meet the severance costs associated with the restructure. Actual expenditure amounted to £821k resulting in an underspend of £429k and this sum has therefore been returned to general capital receipts to fund future capital schemes.

6 **MONITORING 2006/07**

7.1 There are a number of improvements to the current monitoring process that are to be implemented during 2006/07. The process will include:

- Monthly detailed reports to be produced (as at present)
- Summary reports to be circulated to portfolio holders
- Financial meetings to include both financial support staff and budget holders
- Key issues to be formally reported to Heads of Service and portfolio holders with a detailed action plan to address areas of concern
- Quarterly reports to Performance Monitoring board to include action plans
- Quarterly reports to include a prediction of the outturn position

8. **FINANCIAL IMPLICATIONS**

8.1 None other than in the body of the report.

9. **LEGAL IMPLICATIONS**

9.1 None.

10. **OTHER SUB HEADINGS**

10.1 None

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

Background Papers

Report to Executive Cabinet 16th February 2005 – Medium Term Finance Plan.
Report to Executive Cabinet 16th March 2005 – New Play Area at Cofton Hackett.
Executive Cabinet Minutes 27th July 2005 – Urgent Section 106 Funded Schemes.
Executive Cabinet Minutes 24th August 2005 – Capital Budget Slippage.
Report to Executive Cabinet 28th September 2005 – Capital Outturn for 2004/05.
Agresso Financial Statements
Working papers

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BROMSGROVE DISTRICT COUNCIL

EXECUTIVE CABINET

6th SEPTEMBER 2006

OUTTURN OF THE REVENUE AND CAPITAL BUDGET 2005/06

Responsible Portfolio Holder	Councillor Margaret Taylor
Responsible Head of Service	Head of Financial Services

These pages should be included at 4.2.10 onwards in Agenda Item no 19.

1. Treasury Management 2005/06

1.1. The Chartered Institute of Public Finance and Accountancy (CIPFA) Code of Practice on Treasury Management was adopted by this Council on 13th November 2002, and this Council fully complies with its requirements.

1.2. The primary requirements of the Code are the:-

- Creation and maintenance of a Treasury Management Policy Statement which sets out the policies and objectives of the Council's treasury management activities.
- Creation and maintenance of Treasury Management Practices which set out the manner in which the Council will seek to achieve those policies and objectives.
- Receipt by the Management Committee and Council of an annual strategy report for the year ahead and an annual review report of the previous year.
- Delegation by the Council of responsibilities for implementing and monitoring treasury management policies and practices and for the execution and administration of treasury management decisions.

1.3. Treasury Management in this context is defined as being 'the management of the local authority's cash flows, its banking, money market and capital market transactions; the effective control of risks associated with those activities; and the pursuit of optimum performance consistent with those risks'.

1.4. The annual report covers:

- The Council's current treasury position
- The strategy for 2005/06
- The economy in 2005/06
- Borrowing and Investment rates in 2005/06.
- Compliance with treasury limits and prudential indicators
- Investment outturn for 2005/06

2. Treasury Position and Outturn 2005/06

2.1 The table below sets out the Treasury Management Portfolio as at 31 March 2006 compared to 31 March 2005.

Current Portfolio	31 st March 2005 £'000	31 st March 2006 £'000
<u>Investments</u>		
Invesco	15,660	14,387
HSBC	0	10,117
Internal	10,140	1,006
Total Investments	25,800	25,560

2.1.1 There was a withdrawal made of £2.0m from the Invesco portfolio to support the expenditure on the capital programme. The annual return from Invesco to the Council was 4.70% (net of fees) this was above the average rate of 4.66%. The additional income generated of £256k was due to a combination of the enhanced rate achieved together with underspends on the capital programme which released more funds for investing.

2.1.2 £10.0m of funds were placed with HSBC in October 2005 and therefore it was not expected to achieve the average rate over the period for this organisation.

2.2 The table below sets out the budget and actuals for 2005/06

Summary Outturn	Budget 2005/06 £'000	Actual 2005/06 £'000	2005/06 Variance £'000
Interest Receivable	1,136	1,392	256

3 The Strategy for 2005/06

3.1 The Strategy for 2005/06 was based on the view of a weakening of the rate of growth of GDP in the UK economy precipitated by a downturn in household spending, in conjunction with a weakening of the housing market. Inflation was expected to rise due to increases in oil and commodity prices which would cause the Monetary Policy Committee (MPC) to be on alert for second round inflation effects in increases in the prices of goods and services and pay inflation. Our forecast for base rate was that there would probably be enough steam in the upswing of the economic cycle to warrant one final increase in base rate to 5.0% in quarter 1 of 2005. After that, the MPC would be on hold until the downswing in economic activity gathered momentum and inflation pressures subsided to enable base rate to be cut to 4.5% by the end of 2005/06.

- 3.2 The effect on interest rates for the UK was therefore expected to be as follows:

Shorter-term interest rates - The “average” City view anticipated that the peak of growth in the UK, US and world economies had passed in 2004 and that moderating growth rates in 2005 would lead to only a slight decrease in U.K. base rate from an average of 5.0% in 2006 to reach about 4.75% by the end of 2007.

- 3.4 The Council operated internal and external investment portfolios and as a consequence was at lower risk from being impacted by a sharp, unexpected rise in short-term variable interest rates. The strategy for the year was therefore to maintain a balance of funding at short-term rates to match short-term investments thus maintaining balanced treasury risk .
- 3.5 During 2005/06 a decision was taken to invest £10.0m with HSBC. These funds had originally been part of the portfolio managed by Casanove but were returned to the Council when Casanove withdrew from the Local Authority investment market. The funds were managed in-house for a period of time but following negotiations with HSBC regarding the offset of the cost of bank charges the funds were placed with their investment team. The estimated return for the Council was based on 4.5%-4.75% and generated £1.136m of interest.
- 3.6 The agreement with Invesco is to achieve 10% increase on the average interest rate (LIBID) over a 3 year period.

4. The Economy during 2005/06

- 4.1 *Shorter-term interest rates* – Base rate started 2005/06 at 4.75%, having been unchanged at this level since August 2004. It fell to 4.5% in August 2005 and remained at that level for the rest of the year. The strong growth of consumer expenditure and housing prices in 2004 became positively anaemic during 2005 though the housing market did pick up to recover a bit later in the year and in quarter 1 2006. High oil prices and major increases in utility prices reduced spending power and negatively impacted sentiment. Claimant count unemployment increased each month during the year while manufacturing output was actually in recession for the first two quarters of 2005 before staging a recovery. GDP growth picked up from a low point of 1.7% y/y in Q2 to 2.3% in Q1 2006 i.e. still slightly below the long term average growth rate of about 2.5% p.a.
- 4.2 *Longer-term interest rates* – The PWLB 25-30 year rate started the year at 4.750% and fell to a low of 3.85% before rising back to a new peak of 4.25% at the end of the year. Fifty year gilts were launched in 2005 and on 7 December, the PWLB introduced new PWLB borrowing maturity periods longer than 25 – 30 years and up to a maximum of 45 – 50 years. This longest band started at a rate of 4.20% (compared to 4.30% for 25-30 year borrowing) and the rate bottomed at 3.70% in late January before ending the year at 4.15%.

5. Interest Rates in 2005/06

- 5.1 12-month bid rates: The 12-month LIBID rate started the year at a high point for the year of just over 5.0% but then fell and made a number of brief sorties down to around 4.35% in July to October before market expectations of one possible imminent further cut in base rate to 4.25% finally vanished. By the end of 2005/06, the rate had climbed steadily back up to 4.55% as market expectations geared themselves up for an increase in base rate as being the next move on the back of the recovery of GDP growth to near the long term average and concerns around inflation.
- 5.2 5- and 10-year gilt yields: The 5-year gilt yield fell from about 4.68% (10 year 4.73%) at the start of the year to a low of about 4.05% (10 yr 4.09%) on 1 September (after being at nearly similar levels previously around the end of June) before hitting two peaks around 4.45% (10 year 4.40%) in early November and the end of March. The 10 year gilt hit a low of about 3.96% in mid January 2006.

6. Compliance with Treasury Limits

- 6.1 During the financial year the internal treasury team invested with The Bank of Scotland over the approved limit of £3.0m. This was due to the return of the investment from Casanove and ensuring the rate of return that was expected for 2005/06. The value of the additional investments made were as follows:

Institution	Period of non-compliance	Value £'000
Royal Bank of Scotland	1 st – 6 th April 2005	1,437
	7 th – 13 th April 2005	1,337
	14 th April	287
	25 th -28 th April 2005	162
	29 th April – 3 rd May 2005	422
	4 th May 2005	922
	6 th -9 th May 2005	22
	10 th May 2005	222
	12 th May 2005	172
	13 th – 16 th May 2005	72
	17 th – 18 th May 2005	222

7. Investment Outturn for 2005/06

- 7.1 **Externally Managed Investments** - The Council has investments managed externally by Invesco and HSBC. The fund management agreements between the Council and the Fund Managers defines the limits for maximum weighting in gilts/bonds and maximum duration of the fund. Counterparty criteria and exposure limits are also pre-defined therein.
- 8.2 The Council also manages any surplus cash in-house and invests with the institutions listed in the Council's approved lending list. The Council invests for a range of periods from overnight to 364 days, dependent on the Council's cash flows, its interest rate view and the interest rates on offer.

- 8.3 The Council's lending list is updated and maintained on a regular basis and reflects updates to the credit ratings. To further reduce risks there is a limit on the amount of funds that the Council can lend to any one party.
- 8.5 No institutions in which investments were made had any difficulty in repaying investments and interest in full during the year.

9. External Advisors

- 9.1 During 2005/06 the Council used professional external advisors namely Sector Treasury Services Limited. They provide the Council with expert advice on all aspects of the Council's Treasury Management activities, including options before any major investment or debt rescheduling decisions are made.

APPENDIX A

	Approved Budget	Exclude Capital Charges Budgets	Direct Expenditure / Income Budgets	Direct Expenditure/ Income Actuals	Variance
			April-March	April-March	April-March
Corporate Services	2005/06 £'000	2005/06 £'000	2005/06 £'000	2005/06 £'000	2005/06 £'000
Corporate Management	332	0	332	457	125
Economic Development	90	0	90	88	-2
Retail Market	7	-33	-26	-25	1
TOTAL SERVICE	429	-33	396	520	124

	Approved Budget	Exclude Capital Charges	Direct Expenditure/ Income Budgets April-March	Direct Expenditure/ Income Actuals April-March	Variance April-March
Corporate Services	2005/06 £'000	2005/06 £'000	2005/06 £'000	2005/06 £'000	2005/06 £'000
Policy & Performance	181	0	181	137	-44
TOTAL SERVICE	181	0	181	137	-44

	Approved Budget	Exclude Capital Charges Budgets	Direct Expenditure/ Income Budgets	Direct Expenditure/ Income Actuals	Variance
			April-March	April-March	April-March
Culture & Community Services	2005/06 £'000	2005/06 £'000	2005/06 £'000	2005/06 £'000	2005/06 £'000
Arts Services	184	0	184	190	6
Cemeteries	-74	-9	-83	-66	17
Community Safety	287	0	287	314	27
Culture & Community Services Management	181	0	181	150	-31
Museums and TIC	86	-11	75	63	-12
Parks & Open Spaces	117	-20	97	126	29
Spadesbourne Suite - General	48	-35	13	9	-4
Sport & Recreation General	121	0	121	37	-84
Sports Centres	623	-203	420	539	119
TOTAL SERVICE	1,573	-278	1,295	1,362	67

APPENDIX D

	Approved Budget	Exclude Capital Charges Budgets	Direct Expenditure/ Income Budgets April-March	Direct Expenditure/ Income Actuals April-March	Variance April-March
E-Government & Customer Services	2005/06 £'000	2005/06 £'000	2005/06 £'000	2005/06 £'000	2005/06 £'000
Customer Service Centre	241	0	241	217	-24
E-Government	790	0	790	832	42
TOTAL SERVICE	1,031	0	1,031	1,049	18

APPENDIX E

	Approved Budget	Exclude Capital Charges Budgets	Direct Expenditure /Income Budgets April-March	Direct Expenditure/ Income Actuals April-March	Variance April-March
Financial Services	2005/06 £'000	2005/06 £'000	2005/06 £'000	2005/06 £'000	2005/06 £'000
Benefit Administration	64	0	64	72	8
Benefit Payments	47	0	47	-58	-105
Central Overheads	482	0	482	534	52
Financial Services - Accountancy & Admin	456	0	456	461	5
Financial Services - Internal Audit	157	0	157	128	-29
Grants & Donations	205	-9	196	196	0
Local Taxation	294	0	294	313	19
Revenues & Benefits System Control	56	0	56	21	-35
TOTAL SERVICE	1,761	-9	1,752	1,667	-85

APPENDIX F

	Approved Budget	Exclude Capital Charges Budgets	Direct Expenditure/ Income Budgets April-March	Direct Expenditure/ Income Actuals April-March	Variance April-March
Legal & Democratic Services	2005/06 £'000	2005/06 £'000	2005/06 £'000	2005/06 £'000	2005/06 £'000
Administration & Registration	460	-27	433	404	-29
Committee Services	250	0	250	252	2
Corporate Facilities	106	0	106	73	-33
Elections	21	0	21	8	-13
Facilities Management	451	-180	271	362	91
Legal Services	234	0	234	236	2
Valuation Services	41	0	41	40	-1
TOTAL SERVICE	1,563	-207	1,356	1,375	19

APPENDIX G

	Approved Budget	Exclude Capital Charges Budgets	Direct Expenditure/ Income Budgets April-March	Direct Expenditure/ Income Actuals April-March	Variance April-March
Organisational Development & Human Resources	2005/06 £'000	2005/06 £'000	2005/06 £'000	2005/06 £'000	2005/06 £'000
Human Resources & Organisational Development	465	0	465	409	-56
TOTAL SERVICE	465	0	465	409	-56

APPENDIX H

	Approved Budget	Exclude Capital Charges Budgets	Direct Expenditure/ Income Budgets April-March	Direct Expenditure/ Income Actuals April-March	Variance April-March
Planning & Environment Services	2005/06 £'000	2005/06 £'000	2005/06 £'000	2005/06 £'000	2005/06 £'000
Development & Building Control	-104	0	-104	-77	27
Environmental Health	699	0	699	681	-18
Licensing	-8	0	-8	-37	-29
Planning Administration	-25	0	-25	33	58
Strategic Housing	461	-21	440	444	4
Strategic Planning	238	0	238	112	-126
TOTAL SERVICE	1,261	-21	1,240	1,156	-84

APPENDIX I

	Approved Budget	Exclude Capital Charges Budgets	Direct Expenditure/ Income Budgets April-March	Direct Expenditure/ Income Actuals April-March	Variance April-March
Street Scene & Waste Management Services	2005/06 £'000	2005/06 £'000	2005/06 £'000	2005/06 £'000	2005/06 £'000
Car Parks	-682	-78	-760	-758	2
Cleansing	627	-134	493	567	74
Depot - Miscellaneous	-6	0	-6	-2	4
Environmental Enhancements	-24	0	-24	-36	-12
Garage	-4	-8	-12	-27	-15
Grounds Maintenance	450	-42	408	449	41
Highways	214	-24	190	202	12
Refuse Collection	2,227	-492	1,735	2,123	388
Street Scene Support	356	0	356	252	-104
Travel Concessions	410	0	410	415	5
TOTAL SERVICE	3,568	-778	2,790	3,185	395

ADDITIONS TO 2005/06 CAPITAL PROGRAMME		£	2005/06 £
Approved Original Budget for 2005/06			4,409,000
28/09/2005	Budgets approved for carry forward from 2004/05 (including £171k Dolphin Centre)	1,386,000	
28/09/2005	Budgets approved for carry forward from 2004/05 (Catshill Community Project no longer required)	(35,000)	
24/08/2006	Budgets for rear loading refuse freighters approved for carry forward from 2004/05	339,000	
			1,690,000
Additional Schemes For 2005/06 as Approved by Executive Cabinet			
16/03/2005	New Play Area at Myhill Field Cofton Hackett - S106	40,000	
27/07/2005	Hunters Hill School Blackwell. Contribution to New Indoor Sports Facilities	129,500	
			169,500
Section 106 Additions - July 2005			
27/07/2005	Alvechurch - Completion of Sports Building at Rowney Green	20,000	
27/07/2005	Beoley - Drainage Improvements to Pitch at Beoley	7,100	
27/07/2005	Romsley - Pitch Drainage Work at Romsley	15,000	
20/07/05	Barnsley Hall - Requisition of Land & Provision of new Play Area.	30,000	
	Barnt Green (Linthurst) - Hewell Road Park Improvements & Bitterell Road Play Area		
20/07/05	Improvements	12,000	
20/07/05	Belbroughton Recreation Centre - Sports Storage Facilities & External Toilets	21,500	
20/07/05	Bromsgrove Town FC - Portable Goals for Lickey End Recreation Ground	1,700	
20/07/05	Clent Parish Council - Provision of Skate Equipment	20,000	
20/07/05	Hagley - Play Area Refurbishment	20,000	
20/07/05	Stoke Prior - Play Area Refurbishment	2,000	
			149,300
Other Approved Additions			
22/06/2005	Shopmobility - Provision & Equipment - Use of c/f revenue to increase budget	16,000	
10/01/2006	Supply & Installation of Replacement Footbridge across Spadesbourne Brook	12,000	
10/01/2006	Government Connect IT Scheme	30,000	
	ICT Infrastructure Scheme (Total £1,873,127 less £207k IEG Grant already included in Original		
10/01/2006	Budget)	1,666,000	
	Intranet/Internet Development (Total £27,950 less £27,950 IEG Grant already included in Original		
10/01/2006	Budget)	0	
18/01/2006	IT Servers for Active Directory	34,000	
18/01/2006	Graffiti Removal System	25,000	
			1,783,000
Total Revised Capital Budget			8,200,800
Budget Changes for Estimated Outturn			
24/08/2005	Washing Facilities for Depot Vehicles (additional budget)	18,000	18,000
Schemes Withdrawn			(238,000)
Budget Reductions			(171,000)
Schemes Re-phased to Later Years			(1,445,000)
Total Estimated Outturn Capital Budget			6,364,800

BROMSGROVE DISTRICT COUNCIL
CAPITAL BUDGET MONITORING
FINAL STATEMENT FOR FINANCIAL YEAR 2005/06

SUMMARY

(1)	(2)	(3)	(4)	(5)	(6)	(7)
MONITORED AGAINST THE 2005/06 ESTIMATED OUTTURN CAPITAL BUDGET	ESTIMATED OUTTURN BUDGET 2005/06	DIRECT EXPENDITURE IN 2005/06	SHARE OF SUPPORT SERVICES RECHARGE	TOTAL COST IN 2005/06 (3 + 4)	VARIATION TO BUDGET (5 - 2)	REQUEST FOR BUDGET CARRY FORWARD
	£	£	£	£	£	£
<u>DEPARTMENT</u>						
Financial Services	200,000	200,000	0	200,000	0	0
Legal & Democratic Services	22,000	7,000	320	7,320	(14,680)	14,680
Human Resources & Organisational Development	0	0	0	0	0	0
E-Government & Customer Services	2,097,000	1,556,870	69,630	1,626,500	(470,500)	493,544
Street Scene & Waste Management Services	724,000	390,813	17,850	408,663	(315,337)	333,087
Planning & Environment Services	2,139,000	1,711,084	2,640	1,713,724	(425,276)	286,796
Culture & Community Services	1,182,800	742,426	30,260	772,686	(410,114)	527,021
Sub-Total	6,364,800	4,608,194	120,700	4,728,894	(1,635,906)	1,655,128
CAPITALISATION DIRECTION						
Restructure	1,250,000	821,369	0	821,369	(428,631)	0
Recovery Plan	750,000	750,000	0	750,000	0	0
SUB-TOTAL CAPITALISATION DIRECTION	2,000,000	1,571,369	0	1,571,369	(428,631)	0
GRAND TOTALS	8,364,800	6,179,563	120,700	6,300,263	(2,064,537)	1,655,128

Note: Underspends are shown as negative figures.

BROMSGROVE DISTRICT COUNCIL												
CAPITAL BUDGET MONITORING												
FINAL STATEMENT FOR FINANCIAL YEAR 2005/06												
GENERAL FUND - FINANCIAL SERVICES												
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
MONITORED AGAINST THE 2005/06 ESTIMATED OUTTURN CAPITAL BUDGET			CORPORATE DIRECTOR	BUDGET HOLDER	BUDGET MANAGER	ESTIMATED OUTTURN BUDGET 2005/06	DIRECT EXPENDITURE IN 2005/06	SHARE OF SUPPORT SERVICES RECHARGE	TOTAL COST (8 + 9)	VARIATION TO BUDGET (10 - 7)	REQUEST FOR BUDGET CARRY FORWARD	BUDGET HOLDER REASONS FOR MAJOR VARIANCES
						£	£	£	£	£	£	
Capital Code	Funding	2005/06 Schemes										
		Financial Services:-										
GC1070	CR	Replacement Coin Counting Machine	K Dicks	J Pickering	L Butler	0	0	0	0	0	0	Budget no longer required - all cash collection/counting to be reviewed with the aim of using an external provider. The estimated outturn version of the budget is being amended to zero.
GC1071	CR	Pensions backfunding for employees transferred to BDHT	K Dicks	J Pickering	J Pickering	200,000	200,000	0	200,000	0	0	This budget relates to the payment of the pension shortfall for the staff who transferred to BDHT.
		GRAND TOTALS				200,000	200,000	0	200,000	0	0	

CR = BDC Capital Receipts

Note: Underspends are shown as negative figures.

BROMSGROVE DISTRICT COUNCIL
CAPITAL BUDGET MONITORING
FINAL STATEMENT FOR FINANCIAL YEAR 2005/06

GENERAL FUND - LEGAL & DEMOCRATIC SERVICES

(1) MONITORED AGAINST THE 2005/06 ESTIMATED OUTTURN CAPITAL BUDGET			(2)	(3)	(4) CORPORATE DIRECTOR	(5) BUDGET HOLDER	(6) BUDGET MANAGER	(7) ESTIMATED OUTTURN BUDGET 2005/06 £	(8) DIRECT EXPENDITURE IN 2005/06 £	(9) SHARE OF SUPPORT SERVICES RECHARGE £	(10) TOTAL COST (8 + 9) £	(11) VARIATION TO BUDGET (10 - 7) £	(12) REQUEST FOR BUDGET CARRY FORWARD £	(13) BUDGET HOLDER REASONS FOR MAJOR VARIANCES
Capital Code	Funding	2005/06 Schemes												
GC1066	CR	Replacement Electoral Software	K Dicks	D Poole	D Poole	0	0	0	0	0	0	0	0	This Capital scheme has been moved to financial year 2006/07 and has now been included in the approved original Capital Budget for 2006/07.
GC1067	CR	Committee Minutes System	K Dicks	A R Burton	A R Burton	22,000	7,000	320	7,320	(14,680)	14,680		Completion of this scheme has been delayed until year 2006/07 and approval to carry forward the unspent Budget of £15k to 2006/07 is therefore requested.	
		GRAND TOTALS				22,000	7,000	320	7,320	(14,680)	14,680			

CR = BDC Capital Receipts

Note: Underspends are shown as negative figures.

BROMSGROVE DISTRICT COUNCIL												
CAPITAL BUDGET MONITORING												
FINAL STATEMENT FOR FINANCIAL YEAR 2005/06												
GENERAL FUND - HUMAN RESOURCES & ORGANISATIONAL DEVELOPMENT												
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
MONITORED AGAINST THE 2005/06 ESTIMATED OUTTURN CAPITAL BUDGET			CORPORATE DIRECTOR	BUDGET HOLDER	BUDGET MANAGER	ESTIMATED OUTTURN BUDGET 2005/06	DIRECT EXPENDITURE IN 2005/06	SHARE OF SUPPORT SERVICES RECHARGE	TOTAL COST (8 + 9)	VARIATION TO BUDGET (10 - 7)	REQUEST FOR BUDGET CARRY FORWARD	BUDGET HOLDER REASONS FOR MAJOR VARIANCES
						£	£	£	£	£	£	
Capital Code	Funding	2005/06 Schemes										
GC1010	CR	New HR Information & Management system	K Dicks	J Pitman	D Poole	0	0	0	0	0	0	This scheme will be now be started in 2006/07 and the budget has been included in approved original Capital Budget for 2006/07. The estimated outturn version of the budget has been amended to zero.
GRAND TOTALS						0	0	0	0	0	0	

CR = BDC Capital Receipts

Note: Underspends are shown as negative figures.

BROMSGROVE DISTRICT COUNCIL
CAPITAL BUDGET MONITORING
FINAL STATEMENT FOR FINANCIAL YEAR 2005/06

GENERAL FUND - E-GOVERNMENT & CUSTOMER SERVICES

(1)		(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
MONITORED AGAINST THE 2005/06 ESTIMATED OUTTURN CAPITAL BUDGET			CORPORATE DIRECTOR	BUDGET HOLDER	BUDGET MANAGER	ESTIMATED OUTTURN BUDGET 2005/06	DIRECT EXPENDITURE IN 2005/06	SHARE OF SUPPORT SERVICES RECHARGE	TOTAL COST	VARIATION TO BUDGET	REQUEST FOR BUDGET CARRY FORWARD	BUDGET HOLDER REASONS FOR MAJOR VARIANCES	
Capital Code	Funding	2005/06 Schemes				£	£	£	£	£	£	£	
		IT Services:-											
		Implementing Electronic Government (I.E.G. Net) See projects below:-										The 2005/06 Revised Capital Budget includes a total of £367k of IEG Grant for funding projects. This comprises the £150k 2005/06 grant allocation, £110k & £70k brought forward from 2004/05, and £37k brought forward from 2003/04. The total £367k has now been allocated to IEG funded projects as detailed on this statement.	
GC1108	CR & GG	ICT Infrastructure Scheme (funded from capital receipts & IEG Grant)	K Dicks	D Poole	D Poole	1,873,000	1,370,971	61,210	1,432,181	(440,819)	440,819	Executive Cabinet approved this IT scheme on 10th January 2006 funded £1.666m from BDC capital reserves and £207k from IEG Grant and this was due to be completed by 31/03/2006. The scheme has been included in the 2005/06 Estimated Outturn Budget. All stages of this project are being reported to the Project Board & Key Stakeholders on a regular basis. Highlight reports are issued weekly to all key personnel. Completion of the scheme will now take place in financial year 2006/07 and approval is now required to carry forward the remainder of the Budget to 2006/07.	
GC1111	GG	Internet/Intranet Development (funded from IEG Grant)	K Dicks	D Poole	D Poole	28,000	5,045	230	5,275	(22,725)	22,725	Executive Cabinet approved this IT scheme on 10th January 2006 funded from IEG Grant and is due to be completed by the end of July 2006. Completion has been delayed mainly due to the need to meet the external agreements required by Worcestershire County Council. All stages of this project are being reported to the Project Board & Key Stakeholders on a regular basis. Highlight reports are issued weekly to all key personnel. The delays were due to contract agreements with external suppliers [Worcestershire County Council]. Approval is now required to carry forward the remainder of the Budget to 2006/07.	
		SUB-TOTAL IEG 2005-06 Grant Allocation & Balances Brought Forward				1,901,000	1,376,016	61,440	1,437,456	(463,544)	463,544		
0		Completion of Old IEG Projects											
GC1033	GG	- Content Management (Ph II) / Intranet (IEG Gov't Grant 2004/05)	K Dicks	D Poole	D Poole	7,000	6,875	310	7,185	185	0	Continued expenditure against a 2004/05 project which is now complete.	
GC1035	GG	- Intranet GIS & Internet (IEG Gov't Grant 2004/05)	K Dicks	D Poole	D Poole	4,000	3,630	160	3,790	(210)	0	Continued expenditure against a 2004/05 project which is now complete.	
GC1031	GG	- Web Based Templates (IEG Gov't Grant 2004/05)	K Dicks	D Poole	D Poole	3,000	2,790	130	2,920	(80)	0	Continued expenditure against a 2004/05 project which is now complete.	
GC1061	GG	- Worcestershire e-hub project (2004/05)	K Dicks	D Poole	D Poole	42,000	41,911	1,890	43,801	1,801	0	Continued expenditure against a 2004/05 project which will be completed by 31/03/2006.	
GC465	GG	-Members on-line (funded from 2003/04 IEG Gov't Grant)	K Dicks	D Poole	D Poole	7,000	7,632	350	7,982	982	0	Continued expenditure against a 2003/04 project which is now complete.	
		SUB-TOTAL IEG Grant Allocation - Earlier Year Projects				63,000	62,838	2,840	65,678	2,678	0		
		IT Equipment & Upgrades											

BROMSGROVE DISTRICT COUNCIL
CAPITAL BUDGET MONITORING
FINAL STATEMENT FOR FINANCIAL YEAR 2005/06

GENERAL FUND - E-GOVERNMENT & CUSTOMER SERVICES

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
MONITORED AGAINST THE 2005/06 ESTIMATED OUTTURN CAPITAL BUDGET			CORPORATE DIRECTOR	BUDGET HOLDER	BUDGET MANAGER	ESTIMATED OUTTURN BUDGET 2005/06	DIRECT EXPENDITURE IN 2005/06	SHARE OF SUPPORT SERVICES RECHARGE	TOTAL COST (8 + 9)	VARIATION TO BUDGET (10 - 7)	REQUEST FOR BUDGET CARRY FORWARD	BUDGET HOLDER REASONS FOR MAJOR VARIANCES
						£	£	£	£	£	£	
GC1072	CR	Corporate Budget for IT Upgrades (2005/06)	K Dicks	D Poole	D Poole	60,000	59,757	2,700	62,457	2,457	0	Scheme is complete. The overspend is due to the adding of the support service charges and not due to an overspend by the budget holder.
GC1105	CR	IT servers for Active Directory	K Dicks	D Poole	D Poole	34,000	32,759	1,490	34,249	249	0	A report was submitted to Executive Cabinet on 18th January 2006 and retrospective approval for this emergency purchase was given and for financing to be from capital reserves. The scheme has been included in the 2005/06 Estimated Outturn Budget and is complete.
GC1110	CR	Government Connect Scheme	K Dicks	D Poole	D Poole	30,000	0	0	0	(30,000)	30,000	Executive Cabinet approved this IT scheme on 10th January 2006 funded from BDC capital resources and was therefore included in the 2005/06 Revised Capital Budget. This project is dependant upon the completion of the ICT infrastructure Scheme, also approved on January 10th. In addition the project is also closely linked to the IEG priority outcomes for local e-Government and will also link in with the Spatial Project Approval is now required to carry the budget forward to financial year 2006/07.
		SUB-TOTAL IT Equipment & Upgrades				124,000	92,516	4,190	96,706	(27,294)	30,000	
		Customer Services:-										
GC1023	CR	Provision of Service Centre - BDC Share (funded from capital receipts)	K Dicks	Robbie Hazlehurst	Robbie Hazlehurst	0	21,020	1,160	22,180	22,180	0	The £22k refers to late costs incurred on the provision of the Service Centre (Contract retention, new doors, signage, architect fees). There is no budget for these costs because the remaining service centre budget has been used to fund the changes required at the reception area of the Council House.
GC1023	CR	Conversion of Council House Reception Area to Office Accommodation (Service Centre budget) - (funded from capital receipts)	K Dicks	A Burton	D Rogers-Davies	9,000	4,481	0	4,481	(4,519)	0	This project to change the old Council House reception area started in earnest in November 2005, and due to the expected requirement for planning permission and lead times for builders, will slip over into the 2006/07 financial year. Work has commenced and completion will be in the summer of 2006. The budget for the conversion has also been charged with the late costs relating to the Service Centre detailed above and the overall budget of £77k has therefore been reduced by £18k in 2006/07 to fund this years net overspend.
		SUB-TOTAL Customer Services				9,000	25,501	1,160	26,661	17,661	0	
										0	0	
		GRAND TOTALS				2,097,000	1,556,870	69,630	1,626,500	(470,500)	493,544	

CR = BDC Capital Receipts

GG = Government Grants

Note: Underspends are shown as negative figures.

BROMSGROVE DISTRICT COUNCIL
CAPITAL BUDGET MONITORING
FINAL STATEMENT FOR FINANCIAL YEAR 2005/06

GENERAL FUND - STREET SCENE & WASTE MANAGEMENT SERVICES

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
MONITORED AGAINST THE 2005/06 ESTIMATED OUTTURN CAPITAL BUDGET			CORPORATE DIRECTOR	BUDGET HOLDER	BUDGET MANAGER	ESTIMATED OUTTURN BUDGET 2005/06	DIRECT EXPENDITURE IN 2005/06	SHARE OF SUPPORT SERVICES RECHARGE	TOTAL COST	VARIATION TO BUDGET	REQUEST FOR BUDGET CARRY FORWARD	BUDGET HOLDER REASONS FOR MAJOR VARIANCES
						£	£	£	£	£	£	
Capital Code	Funding	2005/06 Schemes										
		Technical Services:-										
GC1063	CR & REV	Shopmobility-provision & equipment-probable slippage from 2004/05 to 2005/06	P Street	M Bell	S Martin	99,000	94,168	4,770	98,938	(62)	0	Shopmobility facility became operational from 12th December. Scheme budget was insufficient as reported to Executive Cabinet on 22/06/05 when it was agreed that the budget be increased to £99k by use of the underspend on the Spadesbourne Suite Roof Replacement, and revenue balances
GC1063	REV	Shopmobility-equipment	P Street	M Bell	S Martin	0	11,218	0	11,218	11,218	0	This is the equipment for the Shopmobility facility and the budget for this was included in the revenue budget. The equipment consists of mobility scooters and wheelchairs etc which will be added to the asset register in due course, and the funding has been from Revenue.
GC1018	CR, S106 & REV	Mill Lane Town Centre Access Improvement (Pending feasibility study) Probable slippage from 2004/05 to 2005/06	P Street	M Bell	M Bell	148,000	149,679	6,780	156,459	8,459	0	Worcestershire County Council has led on this scheme and payment was made in October 2005.
GC1068	CR	Disabled Discrimination Act improvements (05/06)	P Street	M Bell	M Bell	20,000	5,663	250	5,913	(14,087)	14,087	Carry forward of the unspent budget of £14K to year 2006/07 is requested because further outstanding work is required to secure compliance under the Disabled Discrimination Act
GC1074	CR	Dolphin Centre - Resurface Carpark (as per condition survey)	P Street	M Bell	M Bell	40,000	31,527	1,420	32,947	(7,053)	0	The underspend is showing because the scheme started early and £5k was spent in 2004/05 against this scheme
GC1100	EXT	Energy Performance (inc 2003/04)	P Street	M Bell	M Bell	12,000	11,680	530	12,210	210	0	Scheme complete.
GC1021	CR	Council House - changes to office accommodation (post LSVT)	P Street	M Bell	M Bell	0	(732)	0	(732)	(732)	0	Refund of an overspend in 2004/05.
GC052	CR	Green Lane Drainage Phase II (2003/04 Scheme)	P Street	M Bell	M Bell	0	6,096	280	6,376	6,376	0	The request to carry forward the £3k underspent budget from 2004/05 to 2005/06 was not approved but further expenditure on completing the schemes was incurred
GC1142	CR	Supply & Installation of replacement footbridge across Spadesbourne Brook	P Street	M Bell	M Bell	12,000	12,625	570	13,195	1,195	0	This scheme was approved by Executive Cabinet in January 2006 and was added to the 2005/06 revised Capital Budget to be financed from the underspend on the purchase of the rear loading refuse freighters and cesspool tanker. The bridge is now complete.
GC1145	CR	Graffiti removal system	P Street	M Bell	M Bell	25,000	0	0	0	(25,000)	25,000	This scheme was approved by Executive Cabinet in January 2006 and added to the 2005/06 revised Capital Budget to be financed from the underspend on the purchase of the rear loading refuse freighters and cesspool tanker. The intention was to obtain a second hand vehicle but upon our final inspection before agreeing the purchase, a serious fault was found questioning the quality of the equipment. It was therefore decided not to proceed. Since then quotations have been received from alternative suppliers which has delayed the process. Approval is therefore requested to carry the unspent budget of £25k forward to financial year 2006/07.

BROMSGROVE DISTRICT COUNCIL
CAPITAL BUDGET MONITORING
FINAL STATEMENT FOR FINANCIAL YEAR 2005/06

GENERAL FUND - STREET SCENE & WASTE MANAGEMENT SERVICES

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
MONITORED AGAINST THE 2005/06 ESTIMATED OUTTURN CAPITAL BUDGET			CORPORATE DIRECTOR	BUDGET HOLDER	BUDGET MANAGER	ESTIMATED OUTTURN BUDGET 2005/06	DIRECT EXPENDITURE IN 2005/06	SHARE OF SUPPORT SERVICES RECHARGE	TOTAL COST (8 + 9)	VARIATION TO BUDGET (10 - 7)	REQUEST FOR BUDGET CARRY FORWARD	BUDGET HOLDER REASONS FOR MAJOR VARIANCES
						£	£	£	£	£	£	
		SUB-TOTAL Technical Services				356,000	321,924	14,600	336,524	(19,476)	39,087	
		Depot Services:-										
GC1084	GG, CR & REV	Washing Facilities for Depot Vehicle	P Street	M Bell	J Woodfield	38,000	38,000	1,720	39,720	1,720	0	The scheme is complete.
GC1155	CR	Vehicles & General Plant (b/f 2004/05) (3 rear loading refuse freighters)	P Street	M Bell	J Woodfield	195,000	0	0	0	(195,000)	195,000	Budget c/f from 2004/05 and earmarked for the purchase of 3 rear loading refuse freighters. Tenders were evaluated and accepted at a price of £97k each but delivery was not possible before 31/03/2006 because of the 16/20 week delivery timescale. Approval is now requested to carry the budget forward to financial year 2006/07 with delivery early in the new financial year
GC1085	CR	Replacement of Fleet Vehicles	P Street	M Bell	J Woodfield	0	0	0	0	0	0	This budget is for the replacement of multi lift vehicle registration P585 EO.V. There was a delay in going out to tender due to the need to identify the exact requirements under the new depot strategy and the budget for this has already been included in the approved 2006/07 capital budget
GC1086	CR	Replacement of Depot Plant & equipment	P Street	M Bell	J Woodfield	8,000	3,124	140	3,264	(4,736)	0	The scheme is complete.
GC1087	CR	New Tanker for Cesspools Work	P Street	M Bell	J Woodfield	0	0	0	0	0	0	A tender for £58k has been accepted but delivery will not be made until April/May 2006, meaning that there will be no expenditure in 2005/06. The estimated outturn version of the budget will be changed to zero and £58k will be included in the 2006/07 Capital Budget.
GC1088	CR	Equipment for new cemetery at North Bromsgrove	P Street	M Bell	J Woodfield	3,000	4,182	190	4,372	1,372	0	The scheme is complete.
GC014	CR	North Bromsgrove Cemetery - Amenity Block	P Street	M Bell	J Woodfield	0	4,800	220	5,020	5,020	0	These are late costs relating to a scheme from an earlier year
GC1089	CR	Pavement Sweepers for street cleansing	P Street	M Bell	J Woodfield	99,000	0	0	0	(99,000)	99,000	The budget is for two new pavement sweepers and delivery before 31/03/2006 was not possible. Approval is now requested to carry the budget forward to financial year 2006/07 with delivery early in the new financial year
GC1090	CR	Equipment for new BDHT Grounds Maintenance work	P Street	M Bell	J Woodfield	0	0	0	0	0	0	The original scheme has not proceeded and the budget has been withdrawn.
GC1091	CR	Replacement Equipment for grounds Maintenance Work (Highways, Council & Leisure)	P Street	M Bell	J Woodfield	25,000	21,622	980	22,602	(2,398)	0	The scheme is complete.
GC019	GG	Blue Unlidded Boxes - Balance 32,300 (DEFRA Funded)	P Street	M Bell	J Woodfield	0	(2,839)	0	(2,839)	(2,839)	0	The credit balance relates to the reversal of a sundry creditor from 2004/05 made regarding invoices in dispute. The amount eventually paid was less than originally requested by the supplier resulting in the credit balance.
		SUB-TOTAL Depot Services				368,000	68,889	3,250	72,139	(295,861)	294,000	
		GRAND TOTALS				724,000	390,813	17,850	408,663	(315,337)	333,087	

CR = BDC Capital Receipts
GG = Government Grants
EXT = External Contributions
REV = Revenue Contributions
S106 = Section 106 Planning Agreements
Note: Underspends are shown as negative figures.

BROMSGROVE DISTRICT COUNCIL
CAPITAL BUDGET MONITORING
FINAL STATEMENT FOR FINANCIAL YEAR 2005/06

GENERAL FUND - PLANNING & ENVIRONMENT SERVICES

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
MONITORED AGAINST THE 2005/06 REVISED CAPITAL BUDGET ESTIMATED OUTTURN CAPITAL BUDGET			CORPORATE DIRECTOR	BUDGET HOLDER	BUDGET MANAGER	ESTIMATED OUTTURN BUDGET 2005/06	DIRECT EXPENDITURE IN 2005/06	SHARE OF SUPPORT SERVICES RECHARGE	TOTAL COST (8 + 9)	VARIATION TO BUDGET (10 - 7)	REQUEST FOR BUDGET CARRY FORWARD	BUDGET HOLDER REASONS FOR MAJOR VARIANCES
						£	£	£	£	£	£	
Capital	Funding	2005/06 Schemes										
Code		Strategic Housing:-										
		Strategic & Enabling Housing Schemes:-										
GC1036	S106	4 Houses on garage sites(Grafton,Foxwalks) (includes 2003/04 slippage) Prob slippage from 2004/05 to 2005/06	P Street	D Hammond	A Coel	64,000	0	0	0	(64,000)	64,000	Scheme ready to start but awaiting outcome of Housing Corporation bid to supplement funding and joint contractor appointment with BDHT to achieve best value for money. Approval is now requested to carry the budget forward to financial year 2006/07.
GC1076	S106 & CR	5 Houses on garage sites (Ryfield) (includes 2003/04 slippage)	P Street	D Hammond	A Coel	62,000	4,320	200	4,520	(57,480)	57,480	Scheme delayed by complications in the conveyance of the site to RSL, resolution is imminent. Scheme ready to start but awaiting outcome of Housing Corporation bid to supplement funding and joint contractor appointment with BDHT to achieve best value for money. Approval is now requested to carry the budget forward to financial year 2006/07
		New Affordable Schemes:-										
GC1037	S106	Grants to RSL-York Rd,Hollywood La,Houndsfield Cl.(inc 2003/04 slippage)	P Street	D Hammond	A Coel	126,000	126,297	0	126,297	297	0	The estimated outturn version of the 2005/06 has been increased by £38k to £158k which makes the total scheme budget £160k (£2k spent in 2004/05). Original total approved by Executive Cabinet on 09/06. Construction has started and 80% of the grant paid. The remaining 20% is budgeted to be paid in 2006/07
GC1077	S106	Grants to RSL Villiers Road (includes 2003/04 slippage) (Previously 38-42 Broad Street Scheme)	P Street	D Hammond	A Coel	480,000	480,000	0	480,000	0	0	Original scheme delayed - funding diverted to approved Villiers Rd Scheme which is now under construction. The final 20% of £60k to be paid in 2006/07
GC1078	S106	Grants to RSL -shared ownership &/or low cost/&/or Rent schemes	P Street	D Hammond	A Coel	485,000	482,284	0	482,284	(2,716)	0	Budget fully committed to Breme Park flats and scheme is complete.
GC1079	S106 & CR	Grants to RSL's - Housing to Rent (New build)	P Street	D Hammond	A Coel	117,000	25,000	0	25,000	(92,000)	92,000	Fully committed and schemes have commenced. Approval is now requested to carry the outstanding budget forward to financial year 2006/07.
GC1080		Grants to RSL's - Housing to Rent (Purchase & Repair	P Street	D Hammond	A Coel	0	0	0	0	0	0	Not committed as dependent upon receipt of further Section 106 receipts. Insufficient funding available and scheme therefore withdrawn.
GC1081	CR	Grants to RSL's - Shared Ownership (New Build/Do-it-Yourself)	P Street	D Hammond	A Coel	18,000	0	0	0	(18,000)	18,000	The scheme was scheduled to commence in the 4th quarter of 2005/06 but did not. Approval is now requested to carry the outstanding budget forward to financial year 2006/07
GC1082	CR	Grants to RSL's - Low Cost Shared Equity/Shared Rented Housing	P Street	D Hammond	A Coel	46,000	0	0	0	(46,000)	46,000	Fully committed to Bromford for Barrington Rd Scheme. Was scheduled to commence in the 4th quarter of 2005/06 but it did not. Approval is now requested to carry the outstanding budget forward to financial year 2006/07.
GC1083	CR	Grants to BDHT - Ex Council Dwelling Buy Backs/ New Build on sites owned by BDHT	P Street	D Hammond	A Coel	210,000	210,280	0	210,280	280	0	Scheme is complete.
GC810	S106	Grants to RSL - Flat over shops High St. (includes 2003/04 slippage)	P Street	D Hammond	A Coel	65,000	65,000	0	65,000	0	0	Scheme is complete.
		Retained Housing Works:-										

BROMSGROVE DISTRICT COUNCIL
CAPITAL BUDGET MONITORING
FINAL STATEMENT FOR FINANCIAL YEAR 2005/06

GENERAL FUND - PLANNING & ENVIRONMENT SERVICES

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
MONITORED AGAINST THE 2005/06 REVISED CAPITAL BUDGET ESTIMATED OUTTURN CAPITAL BUDGET			CORPORATE DIRECTOR	BUDGET HOLDER	BUDGET MANAGER	ESTIMATED OUTTURN BUDGET 2005/06	DIRECT EXPENDITURE IN 2005/06	SHARE OF SUPPORT SERVICES RECHARGE	TOTAL COST	VARIATION TO BUDGET	REQUEST FOR BUDGET CARRY FORWARD	BUDGET HOLDER REASONS FOR MAJOR VARIANCES
						£	£	£	£	£	£	
GC1065	CR	Hounsfield Lane Caravan Site-doors & window replacements-amenity blocks	P Street	D Hammond	A Coel	8,000	0	0	0	(8,000)	8,000	Work completed and awaiting an invoice from BDHT. Approval is now requested to carry the outstanding budget forward to financial year 2006/07.
		New Homeless Hostels Schemes:										
GC1075	CR	Burcot & Wythall Lodge-refurb & Modernisation scheme	P Street	D Hammond	A Coel	23,000	20,744	940	21,684	(1,316)	1,316	Work is currently underway and is partially completed. Approval is now requested to carry the outstanding budget forward to financial year 2006/07.
		SUB-TOTAL Strategic Housing				1,704,000	1,413,925	1,140	1,415,065	(288,935)	286,796	
		Private Sector Renewal:-										
		Mandatory Disabled Facilities Grants (DFG's) (Private & BDHT Grants) (includes 2004/05 slippage) (Now separated out - see below)							0	0	0	This line is the budget only, see the total line for Mandatory Disabled Facilities Grants below
GC411 GC412 GC416		Mandatory Disabled Facilities Grants (DFG's) (Private & BDHT Grants) - Budget Only	P Street	D Hammond	A Coel	355,000		0	0	(355,000)		
GC411	GG & CR	Disabled Facilities Grants - Owner Occupier	P Street	D Hammond	A Coel	0	119,531	0	119,531	119,531	0	
GC412	GG & CR	Disabled Facilities Grants - Tenant(Private	P Street	D Hammond	A Coel	0	2,480	0	2,480	2,480	0	
GC415		Disabled Facilities Grants - Tenant(BDC	P Street	D Hammond	A Coel	0	0	0	0	0	0	
GC416	GG & CR	Disabled Facilities Grants - BDHT	P Street	D Hammond	A Coel	0	143,366	0	143,366	143,366	0	
		Total Mandatory Disabled Facilities Grant				355,000	265,377	0	265,377	(89,623)	0	The low expenditure for the year is due to the complex and protracted nature of the grant procedure, the dearth of builders willing to undertake grant work, and delays at the Care and Repair Agency.A budget carry forward request is not being made because we have moved to a three year budget arrangement which enables budget commitments to be entered into for the succeeding year giving greater flexibility because of the long time scales between the approval and completion of works
GC1064	CR	Discretionary Home Repair Assistance & Housing Renewal Grants	C Savage	D Hammond	A Coel	80,000	33,144	1,500	34,644	(45,356)	0	The low level of expenditure is due to the complex and protracted nature of the grant procedure, the dearth of builders willing to undertake grant work, and delays at the Care and Repair Centre.A budget carry forward request is not being made because we have moved to a three year budget arrangement which enables budget commitments to be entered into for the succeeding year giving greater flexibility because of the long time scales between the approval and completion of works.
		SUB-TOTAL Private Sector Renewal				435,000	298,521	1,500	300,021	(134,979)	0	
		Planning Services:-										
GC122	CR	Small Business Grants (Planning)	P Street	D Hammond	P Michael	0	(500)	0	(500)	(500)	0	The small credit balance relates to the refund of a Small Business Grant paid out in 2003/04.
		SUB-TOTAL Planning Services				0	(500)	0	(500)	(500)	0	
		Housing Programme:-										

BROMSGROVE DISTRICT COUNCIL
CAPITAL BUDGET MONITORING
FINAL STATEMENT FOR FINANCIAL YEAR 2005/06

GENERAL FUND - PLANNING & ENVIRONMENT SERVICES

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
MONITORED AGAINST THE 2005/06 REVISED CAPITAL BUDGET ESTIMATED OUTTURN CAPITAL BUDGET			CORPORATE DIRECTOR	BUDGET HOLDER	BUDGET MANAGER	ESTIMATED OUTTURN BUDGET 2005/06	DIRECT EXPENDITURE IN 2005/06	SHARE OF SUPPORT SERVICES RECHARGE	TOTAL COST (8 + 9)	VARIATION TO BUDGET (10 - 7)	REQUEST FOR BUDGET CARRY FORWARD	BUDGET HOLDER REASONS FOR MAJOR VARIANCES
						£	£	£	£	£	£	
HC533	GG	Heating Upgrade	P Street	D Hammond	A Coel	0	(861)		(861)	(861)	0	This credit balance relates to a refund from a supplier against a payment made in an earlier year.
		SUB-TOTAL Housing Programme				0	(861)	0	(861)	(861)	0	
		GRAND TOTALS				2,139,000	1,711,084	2,640	1,713,724	(425,276)	286,796	

CR = BDC Capital Receipts

GG = Government Grants

S106 = Section 106 Planning Agreements

Note: Underspends are shown as negative figures.

BROMSGROVE DISTRICT COUNCIL														
CAPITAL BUDGET MONITORING														
FINAL STATEMENT FOR FINANCIAL YEAR 2005/06														
GENERAL FUND - CULTURE & COMMUNITY SERVICES														
(1) MONITORED AGAINST THE 2005/06 ESTIMATED OUTTURN CAPITAL BUDGET			(2)	(3)	(4) CORPORATE DIRECTOR	(5) BUDGET HOLDER	(6) BUDGET MANAGER	(7) ESTIMATED OUTTURN BUDGET 2005/06	(8) DIRECT EXPENDITURE IN 2005/06	(9) SHARE OF SUPPORT SERVICES RECHARGE	(10) TOTAL COST (8 + 9)	(11) VARIATION TO BUDGET (10 - 7)	(12) REQUEST FOR BUDGET CARRY FORWARD	(13) BUDGET HOLDER REASONS FOR MAJOR VARIANCES
Capital Code	Funding	2005/06 Schemes					£	£	£	£	£	£		
		Culture & Community Services:												
GC423	CR	Arts Centre (Joint With College) (2005/06 budget)	P Street	R Hazlehurst	R Hazlehurst		60,000	60,000	2,700		62,700	2,700	0	Majority of this budget related to retention and was be released in Jan/Feb 06.
GC1092		Catshill Community Project (b/f from 02/03)	P Street	R Hazlehurst	R Hazlehurst		0	0	0		0	0	0	This budget is to be dealt with as part of the release of Section 106 monies associated with 3 projects agreed with Catshill 20:20. The Head of Culture & Community has consulted with Members on this scheme and the budget will not be spent in 2005/06. As part of the budget process it has been agreed that £35k be included in the budget for 2006/07. This budget will be used for the refurbishment of the play area at George Wagstaff Memorial Hall.
GC1057	CR	Replacement roof of Spadesbourne Suite	P Street	R Hazlehurst	J Godwin		22,000	21,500	970		22,470	470	0	Scheme is complete.
GC1095		New Sporting Pitches (Garringtons/UEF)	P Street	R Hazlehurst	R Hazlehurst		0	0	0		0	0	0	There will be no expenditure in 2005/06 and the estimated outturn version of the budget has been amended accordingly and the scheme is included in the original 2006/07 budget. Discussions are taking place with a potential partner in respect of the provision of a replacement pitch.
GC1096	S106	Wythall Teenage sports Facility Scheme	P Street	R Hazlehurst	J Godwin		0	0	0		0	0	0	No expenditure anticipated until 2006/07. The estimated version of the outturn budget has been amended accordingly and the scheme is included in the original 2006/07 budget.
GC1097	CR & S106	Wythall Park Play Area Refurbishment	P Street	R Hazlehurst	R Heard		40,000	37,818	1,710		39,528	(472)	0	Site works were completed by end December 2005. Scheme is complete with one very low value invoice outstanding.
GC1098	S106	Callowbrook Park (Rubery) Improvement Scheme	P Street	R Hazlehurst	R Heard		0	0	0		0	0	0	Scheme to be included in a District wide procurement of Children's Play areas. The estimated outturn version of the 2005/06 budget will therefore be changed to zero and the scheme will be included in the original budget for 2006/07.
GC1094	CR	Restoration of Memorial Headstones in Bromsgrove Cemetery	P Street	R Hazlehurst	R Heard		20,000	4,004	180		4,184	(15,816)	15,816	New signs have been erected. Headstone count completed and quotations obtained for erecting the large/historical headstones. In consideration of recent advice from the Local Govt Ombudsman on memorial safety further information regarding best practice from other local authorities is being sought. Approval is requested to carry forward the remaining budget of £16k to 2006/07.
GC809	S106	New Play Area Myhill Field Cofton Hackett (funded from S106)	P Street	R Hazlehurst	R Heard		20,000	40,000	0		40,000	20,000	0	Grant to Parish Council - it was originally intended to release the grant in two tranches 50% within one month of the PC's acceptance to the Conditions of Grant provided (anticipated latest end November), and 50% on completion of the play area. The overspend of £20k has occurred as the 2nd instalment was originally anticipated to be in the year 2006/07, where the Budget is located, but this 2nd payment was made in 2005/06 instead.
GC1114	S106	Alvechurch - Completion of Sports Building at Rowney Green (funded from S106)	P Street	R Hazlehurst	R Hazlehurst		20,000	10,000	0		10,000	(10,000)	10,000	Ref. Rowney Green Pavilion -Final grant payment to Alvechurch.PC for completion of the scheme is still outstanding and approval to carry forward of the remaining Budget 2006/07 is required for completion of the scheme.
GC1115	S106	Drainage improvements to pitch in Beoley (funded from S106)	P Street	R Hazlehurst	R Hazlehurst		7,100	0	0		0	(7,100)	7,100	Beoley pitch drainage scheme - the scheme was delayed due to poor ground conditions.- the scheme was completed in May 2006. Approval to carry forward of the Budget into 2006/07 is requested to complete the scheme.

BROMSGROVE DISTRICT COUNCIL												
CAPITAL BUDGET MONITORING												
FINAL STATEMENT FOR FINANCIAL YEAR 2005/06												
GENERAL FUND - CULTURE & COMMUNITY SERVICES												
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
MONITORED AGAINST THE 2005/06 ESTIMATED OUTTURN CAPITAL BUDGET			CORPORATE DIRECTOR	BUDGET HOLDER	BUDGET MANAGER	ESTIMATED OUTTURN BUDGET 2005/06	DIRECT EXPENDITURE IN 2005/06	SHARE OF SUPPORT SERVICES RECHARGE	TOTAL COST (8 + 9)	VIARIATION TO BUDGET (10 - 7)	REQUEST FOR BUDGET CARRY FORWARD	BUDGET HOLDER REASONS FOR MAJOR VARIANCES
						£	£	£	£	£	£	
GC1129	S106	Pitch drainage works at Romsley (funded from S106)	P Street	R Hazlehurst	R Hazlehurst	15,000	0	0	0	(15,000)	15,000	Romsley pitch drainage scheme - the scheme was delayed due to poor ground conditions. Approval to carry forward of the Budget into 2006/07 is requested to complete the scheme.
GC1106	S106 & CR	Barnt Green - Hewell Road /Bittel Road Park improvements	P Street	R Hazlehurst	R Hazlehurst	12,000	9,150	410	9,560	(2,440)	2,440	Initial grant payment (50%) paid December 2005 on acceptance of the Conditions of Grant. Remaining 50% (£6k) to be paid on completion of scheme estimated to be May 2006. Approval to carry forward of the remaining Budget into 2006/07 is requested to complete the scheme.
GC1118	S106 & CR	Barnsley Hall - Requisition of Land & Provision of new play area (05/06)	P Street	R Hazlehurst	R Hazlehurst	30,000	1,272	60	1,332	(28,668)	28,668	Consultation with residents on a play area design undertaken and play companies invited to provide initial design solutions/quotations; an open demonstration day of 'Disc Golf' is being planned for the site on (Sunday 2nd April). Site meeting held with John Preston, English Partnerships on 7/3/06 to agree their boundary/access concerns. Negotiations with English Partnership on the purchase of the additional parcel of land continue via Solicitors on the basis of purchasing the land at minimal cost. Approval to carry forward of the remaining Budget into 2006/07 is requested to complete the scheme.
GC1113	S106	Belbroughton - Sports Storage Facilities & External Toilets	P Street	R Hazlehurst	R Hazlehurst	21,500	1,500	0	1,500	(20,000)	20,000	Works subject to tenders invited in March 2006. Approval to carry forward the remaining budget to 2006/7 is requested to complete the scheme which was completed in July 2006
GC1132	S106	Bromsgrove town FC - Portable goals for Lickey End Recreation Ground	P Street	R Hazlehurst	R Hazlehurst	1,700	0	0	0	(1,700)	1,700	Release of this funding will support the provision of equipment to be tied in with the Barnsley Hall football pitch/changing rooms scheme and the partnership with the Town Boys FC - funding therefore required to be carried forward into 2006/7.
GC1136	S106	Hagley - Play area refurbishment	P Street	R Hazlehurst	R Hazlehurst	20,000	0	0	0	(20,000)	20,000	The Parish Council have invited further quotations for a larger scheme. Further progress pending a Council members decision on whether this Council supports the Parish Councils re-application for further finance to support the larger scheme. PC unable to commission site works until Council decision has been reached. So far we have agreed to pay £40K which has been included in year 2006/07. Approval to carry forward the budget to 2006/7 is requested to complete the scheme.
GC1112	S106	Stoke Prior - Play area refurbishment	P Street	R Hazlehurst	R Hazlehurst	2,000	2,000	0	2,000	0	0	Scheme is complete.
GC1127	CR	Hunters Hill School, Blackwell (Contribution towards new sports facilities)	P Street	R Hazlehurst	R Hazlehurst	129,500	0	0	0	(129,500)	129,500	A contribution towards new indoor sports facilities. Awaiting confirmation from the School of the programme of works and timetable for completion. Approval to carry forward the budget to 2006/7 is requested to complete the scheme.
GC1109	S106	Clent - provision of Skate equipment	P Street	R Hazlehurst	R Hazlehurst	20,000	20,000	0	20,000	0	0	Scheme is complete.
		SUB-TOTAL				440,800	207,244	6,030	213,274	(227,526)	250,224	
		Dolphin Centre:-										
GC1093		Replacment of Dolphin Centre Pool Plant	P Street	R Hazlehurst	J Godwin	0	0	0	0	0	0	This capital scheme has been delayed until 2006/07 to be carried out at the same time as the Dolphin Phase 2 Capital scheme. This is so that the pool only needs to be closed on one occasion. It is proposed that the £30k budget for 2005/06 is included with the balance of the scheme already in the budget for 2006/07 making a total budget of £55k. The estimated outturn budget for 2005/06 will take this into account.
GC352	CR	- Upgrade (b/f from 2002/03) (includes 2003/04 slippage)	P Street	R Hazlehurst	J Godwin	171,000	233,659	10,570	244,229	73,229	0	Work to second lift is virtually complete. All other works, barring some outstanding snagging works, have been completed. The final account for contract retention is to be paid in 2006/07.
GC1052	CR	- Renew/repair roof coverings (as per Condition Survey)	P Street	R Hazlehurst	J Godwin	13,000	14,000	630	14,630	1,630	0	Scheme complete.

BROMSGROVE DISTRICT COUNCIL												
CAPITAL BUDGET MONITORING												
FINAL STATEMENT FOR FINANCIAL YEAR 2005/06												
GENERAL FUND - CULTURE & COMMUNITY SERVICES												
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
MONITORED AGAINST THE 2005/06 ESTIMATED OUTTURN CAPITAL BUDGET			CORPORATE DIRECTOR	BUDGET HOLDER	BUDGET MANAGER	ESTIMATED OUTTURN BUDGET 2005/06	DIRECT EXPENDITURE IN 2005/06	SHARE OF SUPPORT SERVICES RECHARGE	TOTAL COST (8 + 9)	ARIATION TO BUDGET (10 - 7)	REQUEST FOR BUDGET CARRY FORWARD	BUDGET HOLDER REASONS FOR MAJOR VARIANCES
						£	£	£	£	£	£	
GC1053		- New CHP Unit & Heating Controls in Pool Areas	C Savage	R Hazlehurst	J Godwin	0	0	0	0	0	0	Scheme complete.
GC1054	CR	- Replacement roof cladding	P Street	R Hazlehurst	J Godwin	8,000	6,000	270	6,270	(1,730)	0	Scheme complete.
GC1055	CR	- Sports Hall Inflatable	P Street	R Hazlehurst	J Godwin	8,000	6,989	320	7,309	(692)	0	Scheme complete.
		SUB-TOTAL Dolphin Centre Schemes				200,000	260,648	11,790	272,438	72,438	0	
		Liveability Grant Funded Schemes:-										
GC1026	GG	Improvements to Rubery Park (Funded from Government Liveability Fund)	P Street	R Hazlehurst	R Heard	189,000	48,110	2,180	50,290	(138,710)	138,710	Claim made to ODPM for remaining balance of £115k on 29/9/05; payment received 28/10/05. Works to construct new Ball Court and Skatepark commenced on site on 20th March scheduled for completion by end April 2006. Graffiti art boards are being designed for installation on the MEB sub station. Painting works of the main entrance completed and order placed for a community notice board and a board for the bowling club. The total cost of schemes commissioned to date is £150k but the majority of sites works shall take place in April 2006 representing a revised estimated outturn. A further phase of improvements to the play area is proposed during 2006/7 intended for inclusion within the district wide procurement of play areas. Scheme is due for completion in Sept 2006. Approval to carry forward the remaining budget to 2006/7 is requested to complete the scheme.
GC1027	GG	New park at Barnsley Hall (Funded from Government Liveability Fund & BDC)	P Street	R Hazlehurst	R Heard	25,000	3,088	140	3,228	(21,772)	21,772	Still awaiting the conveyance of land via Solicitors from English Partnerships which has caused delays. Postal consultation period completed with residents of Woodland Grange (see also Barnsley Hall Play Area scheme) Site meeting held 7/3/06 with John Preston, English Partnerships, to overcome/agree their boundary/access concerns. Discussions continue with the Bromsgrove Town Football Club most recently 6th March to discuss the production of a site specific Football Development Plan and terms for an agreement for the running of the proposed changing rooms. Site meeting held 7/3/06 with Football Association rep's to reaffirm support for the scheme with a view to gaining Football Foundation grant. Architect commissioned to design and cost up proposals for environmentally friendly changing rooms. Estimated outturn is to be £3k with a budget carry forward of £21,772k into 2006/07. Approval to carry forward the remaining budget to 2006/7 is requested to complete the scheme.
GC1028	GG	Regeneration of two allotment sites (Funded from Government Liveability Fund £16k)	P Street	R Hazlehurst	R Heard	16,000	11,826	540	12,366	(3,634)	3,634	Works at Rigby Lane site complete. Works to create recycling bay/secure fencing at Watt Close complete. Meeting with Watt Close tenants held 8th March to discuss schemes for expenditure of remaining £3.5k during 2006/7. Further meeting with tenants arranged for 12th April to decide on priority schemes against costed options. Approval to carry forward the remaining budget to 2006/7 is requested to complete the scheme.
GC1025	GG & S106	Improvements to Sanders Park (Funded from Government Liveability Fund & BDC)	P Street	R Hazlehurst	R Heard	191,000	160,294	7,260	167,554	(23,446)	23,446	Final claim for S.Park to ODPM of £35k received 28/10/05. Redecoration of toilets underway in March. Repointing works to main entrance wall underway and repaint of the entrance railings. Timber bowls pavilion now constructed pending internal fit out in readiness for new bowls season. Park leaflet and Exec Summary of Mangt Plan being printed. Chestnut Walk Tree planting completed Sat. 11th March. New entrance signs being designed. next phase of benches being installed. Mgt Plan and submission to Green Flag Award made in January (currently pending visit of GF Judge). Work is complete on the Skateboard Park - therefore the majority of the site works and associated expenditure will be in April and invoiced in May 2006. Approval to carry forward the remaining budget to 2006/7 is requested to complete the scheme.
GC015	CR	Sanders Park Improvements - Car Parking	P Street	R Hazlehurst	R Heard	0	6,301	290	6,591	6,591	0	These are late costs relating to a scheme from an earlier year.
		SUB-TOTAL Liveability Grant Funded Schemes				421,000	229,618	10,410	240,028	(180,972)	187,562	

BROMSGROVE DISTRICT COUNCIL
CAPITAL BUDGET MONITORING
FINAL STATEMENT FOR FINANCIAL YEAR 2005/06

GENERAL FUND - CULTURE & COMMUNITY SERVICES

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
MONITORED AGAINST THE 2005/06 ESTIMATED OUTTURN CAPITAL BUDGET			CORPORATE DIRECTOR	BUDGET HOLDER	BUDGET MANAGER	ESTIMATED OUTTURN BUDGET 2005/06	DIRECT EXPENDITURE IN 2005/06	SHARE OF SUPPORT SERVICES RECHARGE	TOTAL COST (8 + 9)	VARIATION TO BUDGET (10 - 7)	REQUEST FOR BUDGET CARRY FORWARD	BUDGET HOLDER REASONS FOR MAJOR VARIANCES
						£	£	£	£	£	£	
		Community Safety Schemes:-										
GC1069	CR	C.C.T.V. Scheme 1 (Wythall/Drakes Cross)	P Street	R Hazlehurst	G Rocke	90,000	735	30	765	(89,235)	89,235	Order to BT redcare has been place, scheme is due to be complete spring/early summer. Approval to carry forward the remaining budget to 2006/7 is requested to complete the scheme.
GC1048	CR	C.C.T.V Station Sites (2003/04 Scheme) Wythall & Alvechurch	P Street	R Hazlehurst	G Rocke	21,000	33,854	1,530	35,384	14,384	0	Scheme is complete. Additional funding of £10k has also been received from Central Trains to supplement our capital budget.
GC1102	EXT & CR	Hagley Playing Fields CCTV Scheme (2004/05) (Funded by Gov't Grant & Hagley Parish Council)	P Street	R Hazlehurst	G Rocke	10,000	10,327	470	10,797	797	0	Scheme is complete.
		SUB-TOTAL Community Safety Schemes				121,000	44,916	2,030	46,946	(74,054)	89,235	
		GRAND TOTALS				1,182,800	742,426	30,260	772,686	(410,114)	527,021	

CR = BDC Capital Receipts
GG = Government Grants
EXT= External Contributions
S106 = Section 106 Planning Agreements
Note: Underspend are shown as negative figures.

SCHEMES REQUIRING BUDGET CARRY FORWARD

NAME OF SCHEME	BUDGET CARRY FORWARD REQUESTED £k	TYPE OF FUNDING
Committee Minutes System	15	Capital Receipts
ICT Infrastructure Scheme	441	Capital Receipts
Internet/ Intranet Development	23	(IEG) Government Grant
Government Connect Scheme	30	Capital Receipts
Disabled Discrimination Act Improvements (05/06)	14	Capital Receipts
Graffiti Removal System	25	Capital Receipts
Vehicles & General Plant (b/f 2004/05) 3 rear loading Refuse Freighters	195	Capital Receipts
Pavement Sweepers for street cleansing	99	Capital Receipts
4 Houses on Garage Sites (Grafton, Foxwalks)	64	S106
5 Houses on Garage Sites (Ryfield)	57	S106
Grants to RSL's – Housing to Rent (New Build)	92	S106
Grants to RSL's- Shared Ownership (New Build/Do It Yourself)	18	Capital Receipts
Grants to RSL's – Low Cost Shared Equity/ Shared Rented Housing	46	Capital Receipts
Houndsfield Lane Caravan Site- Door & Window replacements- amenity blocks	8	Capital Receipts
Burcot & Wythall Lodges- Refurb & Modernisation scheme	1	Capital Receipts
Restoration of Memorial Headstones in Bromsgrove Cemetery	16	Capital Receipts
Barnsley Hall- Requisition of Land & Provision of new play area (05/06)	29	S106
Belbroughton- Sports Storage Facilities & External Toilets	20	S106
Hagley- Play area refurbishment	20	S106
Alvechurch – Completion of Sports Building at Rowney Green	10	S106
Drainage Improvements to pitch in Beoley	7	S106
Pitch Drainage works at Romsley	15	S106
Barnt Green – Hewell Road/ Bittel Road Park Improvements	2	S106
Bromsgrove Town FC- Portable goals for Lickey End Recreation Ground	2	S106
Hunters Hill School, Blackwell. (Contribution towards new sports facilities)	129	Capital Receipts

APPENDIX L

Improvements to Rubery Park	138	Government Grant
New park at Barnsley Hall	22	Government Grant
Regeneration of two allotment sites (Funded from Government Liveability Fund £16k)	4	Government Grant
Improvements to Sanders Park (Funded from Government Liveability Fund & BDC)	24	Government Grant
CCTV Scheme 1 (Wythall/ Drakes Cross)	89	Capital Receipts
TOTALS	1,655	

Funding Summary

Capital Receipts	1,126
Government Grants	211
Section 106	318
TOTAL	1,655

BROMSGROVE DISTRICT COUNCIL

EXECUTIVE CABINET

6TH SEPTEMBER 2006

INTEGRATED PERFORMANCE AND FINANCIAL MONITORING REPORT 1ST QUARTER 2006/07

Responsible Portfolio Holder	Councillor Margaret Taylor
Responsible Head of Service	Head of Financial Services

1. SUMMARY

This report is structured in accordance with our corporate priorities and seeks to inform the Executive Cabinet of;

- 1.1 our 1st quarter results across a range of performance indicators that relate to corporate priorities so that Members can easily identify how different areas of performance contribute to our overall strategy and
- 1.2 the interrelationship between our financial position and operational performance focussing on key risk areas and any associated action/improvement plans that may be required.

2 RECOMMENDATIONS

- 2.1 It is recommended that:
 - 2.1.1 Members note the content of this report and its appendices;
 - 2.1.2 the current underspend to budget of £10k be noted
 - 2.1.3 the predicted overspend be noted and members request Heads of Service to review the services provided to reduce the overspends where appropriate
 - 2.1.4 The use of balance be noted
 - 2.1.5 the capital underspend of £549k against the Probable Revised Capital Programme at June 2006 be noted;
 - 2.1.6 the progress made on capital schemes to date be noted.

3 CORPORATE PRIORITIES 2006/07

3.1 Recovery Plan/Improvement Plan

3.1.1 Background

Following the request for Voluntary Engagement with the Government the Council prepared a Recovery Plan to set out a framework for action to improve the performance of the Council over a two year period. The delivery of the Recovery Plan was approved as a key priority for the financial year 2006/07. Over the last month the Improvement Plan has been prepared to demonstrate clear actions for the Council to deliver the improvements required by the Government ministers.

3.1.2 Performance Indicators

In relation to the key priority there are a number of indicators that require action following the performance of the 1st quarter these include;

- **Process time for change of circumstance for benefit claims**
 - Performance was below target at 14.77 days (target 10.8) this was due to the vacancies within the team (underspent £21k on employees) together with a focus on new claims to ensure the new procedures were adopted by all staff. The team is now fully staffed and the performance has improved during the last month.
- **Payment of invoices within 30 days**
 - Performance was below target at 88.685 (target 97%). A number of actions including weekly reporting to Heads of Service of outstanding bills has been implemented which has resulted in an increase in the number of invoices being paid on time in July.
- **Housing Benefit Security**
 - The performance in respect of housing benefit security is below target in the majority of elements. This is due to staffing vacancies and a long term sick within the team. The posts are now appointed to and there is a planned action to improve the performance for quarter 2.
- **Accuracy of processing benefit claims and overpayments**
 - The performance is below target at 92% (target 99%). There has been a resulting increase in management checks and the team have identified training needs to improve the calculation accuracy.
- **Recycling and composting rates**
 - The performance is below target for the 1st quarter at 18.34% (target 21.05%). However this service is seasonal and the figures will fluctuate throughout the year. In order to improve the performance we are increasing number of residencies on the service.(We have agreed with the County Council for an option to collect co-mingled recyclates which will allow us to use smaller less specialised vehicles and thus access some of the properties that we currently cannot reach. This will increase the volume of recyclates collected and thus improve this BVPI.) We will also develop and increase publicity of waste minimisation opportunities such as re-usable nappy schemes and home composting or macerators in conjunction with Waste Partnership members. (Waste Policy and Promotions Manager has recently been appointed after a vacancy within the post for a period of 5 months which has limited the promotion and minimisation activities.)
- **Household Waste Collection**
 - The performance is above target at 121kg (target 111kg per head of population). The smaller the figure the better the performance. This is primarily due to the continuing popularity of the recycling and composting services. Actions to improve the performance include developing and increase publicity of waste minimisation opportunities such as re-usable nappy schemes and home composting

or macerators in conjunction with Waste Partnership members. A Waste Policy and Promotions Manager has recently been appointed after a vacancy within the post for a period of 5 months which has limited the promotion and minimisation activities.

- **Missed household and trade waste collections**

- Reliability problems with vehicles has meant that on a number of occasions work has not been completed within the scheduled day resulting in an increase in the number or recorded missed collections. The manufacturer has been working to rectify faults and improve reliability for a number of months but there are still major difficulties. Contingency plans have been introduced to provide for spare capacity in times of breakdown to improve provision of the service. The latest figures are showing a significant improvement in performance compared with the same period last year but the indicator is not yet reaching target.

4. Revenue Performance

- 4.1 The Council approved a revenue service budget of £15.938m on 1st March 2006.

Appendix A-K show the details of the services and the current financial position together with the estimated outturn for 2006/07.

Budget Holders meet on a monthly basis with their accountants to discuss financial performance and to highlight areas of concern and where relevant prepare action plans to bring expenditure in line with the approved budget.

The reasons for the department variances as detailed in the appendices A-K are as follows;

Corporate Services – nil current overspend

The overspend to the financial year end reflects the expenditure on office moves within the Council House.

Culture and Community Services - £13k overspend

The current overspend reflects a combination of;

- Vacancies within the department £51k
- Underspends in relation to payments for lifeline contracts and the seasonal charges for grounds maintenance £22k
- General underspends on supplies and service contracts for marketing and promotion, arts projects and office expenses of £28k.
- Shortfalls on income generated from the leisure centre due to a reduction in the number of visitors. From April-June there has been a 7% reduction in the use of the pool and a 17% drop in the use of the fitness suite. The swimming programme has now been reviewed with the aim to generate additional income however the impact of the changes will be with effect from September and may not generate extra income until early 2007. Current shortfalls to income are £88k.

There is a concern that due to the lack of an enhanced fitness suite that there will be a continual drop in income generated. It is anticipated by Leisure officers that additional income will be received if the phase 2 refurbishment was approved.

The outturn position reflects the loss of projected income to the department together with the reduction in community safety grant which is not comparable to the expenditure that the Council can reduce. In addition there has been maintenance work on the small pool and the filters to comply with Health and Safety Regulations that have cost an additional £17k.

There are a number of actions being undertaken by the department to mitigate the value of the overspend these include;

- Review of potential income streams
- Securing sponsorship for events / projects where appropriate
- Discussing levels of contract for maintenance
- Reviewing the utility contracts to ensure the Council is taking advantage of the most competitive rates.

E-Government and Customer Services - £28k underspend

The current underspend is due to software contracts not yet being paid. The anticipated overspend for 2006/07 is as a result of the department being fully staffed and therefore not meeting the target of 4% vacancy turnover, however an employee has recently left the ICT section and it is expected that the overspend will reduce during the remainder of the year.

Financial Services - £7k overspend

The overspend for the quarter and that predicted for the year (£41k) is due to the additional expenditure incurred on the DWP projects to improve the service provided by the Revenues and Benefits Service. These costs relate to the match funding that has to be met from the Council to ensure the DWP approves funding for the majority of costs. There is an action plan to reduce the impact of the match funding by utilising newly appointed staff rather than the agency teams that have been used for the projects in the past.

Legal and Democratic Services – nil current variance

The projected overspend of £4k is a result of a number of variances including;

- Vacancies within legal and valuation services
- Additional costs incurred in respect of gas and electric charges that were higher than anticipated

Organisation Development and Human Resources - £22k underspend

The financial savings as a result of the vacancy for the Head of Service has generated £20k to the department for the first quarter of 2006/07. The postholder is now in place and the predicted underspend for the year is £15k.

Planning and Environment Services – £139k underspend

The current underspend of £139k is due to the following;

- Vacancies for posts that the Council has been unsuccessful in appointing to (£75k). A revised structure has been agreed within the current budget and this will provide more operational staff to deliver the service without the need to recruit to a senior post.
- Current savings on consultancy fees £51k it is anticipated that the use of consultancy for advice on planning matters will not be overspent at the end of the financial year. Other savings of £25k include those relating to equipment and office expenses.
- There is a significant shortfall to projected income for building regulation fees, planning applications and land charges £46k for the first quarter. This is due to the planning moratorium and the slight decrease in the housing market during the first quarter. It is anticipated that this trend will continue during 2006/07 as will result in a cumulative reduction in income generated by £193k.

It is planned that the employee underspends will offset the impact of the shortfall in income for 2006/07. The medium term financial plan review will address the issue of the income generated to the department.

Street Scene and Waste Management Services - £159k overspend

The current overspend is due to a number of factors including;

- **Car parks** the increased income from ticket sales has yet to be fully realised as the new charges were not implemented until 1st May. At present the projection is down by £36k against budget. However ticket sales have increased by 2% and income is up 5% on the same period last year. Refunds for parking at the dolphin centre have also increased projected at £56,000, compared to £9,000 last year. Collection costs have increased as more ticket machines have been purchased projected increase of £10,000. Permit sales are so far projected at £76,000 compared to the £135,000 in the budget. The projection for 2006/07 is that the income generated will be on target however the costs associated with the refunds at the Dolphin Centre will be significantly overspent to budget.
- **Cleansing** the underspend for the quarter and predicted to the end of the financial year is due to the vacancies in staffing for the new strategy that has not yet been fully implemented.
- **Depot Misc** relates to the general expenses of running the depot facility. The overspends to date and those predicted are as a result of the additional utility costs that have been charged by providers. The rates are to be reviewed with the aim to ensure the Council is offered the most competitive contract.
- **Environmental Enhancements** reflect a projected overspend of £36,000 due to the reduced use of the bring sites (because of the fortnightly household recycling collection) less credits are being received, the exact effect is not yet know however expenditure should reduce as the frequency of collections at these bring sites are reduced.
- **Refuse collection** has a projected overspend of £212,000 for the year this is due to an overspend of £100,000 on fuel (with prices still increasing), hire costs of trade waste vehicle, and recycling vehicles and increased running costs of the fleet until the vehicles are replaced later in the year.

There are a number of actions being undertaken to reduce the impact of the overspend these include;

- Reviewing contract for utility service provision to ensure the Council receives the most competitive prices
- Utilising the procurement manager to ensure compliance with procedures and demonstrate value for money in procurement
- Reducing the number of hired vehicles where appropriate.

It is anticipated that following the actions outlined above the overspend will be reduced.

A update to the financial outturn will be presented to members of the Performance Management Board in November 2006.

Treasury Management

A full report detailing the performance of the treasury fund managers will be presented to the Performance Management Board at the September meeting

5. Capital Programme

- 5.1 On 28th February 2006 Council approved the original Capital Programme for 2006/07 totalling £5.726 million.
- 5.2 On 18th August 2006 the Performance Management Board are being requested to recommend in the Revenue and Capital Budgets Outturn report for 2005/06, that Executive Cabinet approve capital budget carry forwards totalling £1.655 million from 2005/06 to 2006/07 for completion of schemes.
- 5.3 Overspends totalling £0.040 million in 2005/06 are also being carried forward to 2006/07 where schemes are continuing which will reduce the level of budgets available in 2006/07. The net level of budgets which requires adding to the original Capital Programme for 2006/07 is therefore £1.615 million.
- 5.4 The probable budget carry forward has been added to the original Capital Programme to form the Probable Revised Capital Budget for 2006/07 which now totals £7.341 million for capital monitoring purposes, and at June 2006 there is an underspend of £549k.
- 5.5 Expenditure activity is low in the first quarter of 2006/07 and generally relates to payments for items which were charged back to 2005/06 as sundry creditors although some are still outstanding. Many schemes are yet to start and are programmed for later in the year.
- 5.6 The scheme involving conversion of the old reception area of the Council House to office accommodation is due for completion soon and a £13k overspend is now being projected mainly due to additional works being required. This budget also includes additional costs for completing the Service Centre and when these are included the total projected overspend against available budget is £35k.

- 5.7 The ICT Infrastructure scheme is due to be completed shortly and a £79k overspend is being projected following the charging of management and support costs which were not included in the original budget. The new Human Resources Management and Information IT System (£30k) is unlikely to be completed this year after being delayed by the Council restructuring, and the Government Connect IT Scheme (£30k) cannot be started this year because of Central Government delays.
- 5.8 There is currently a major underspend of £197k on Mandatory Disabled Facilities Grants and Discretionary Home Repair Assistance where the lack of a Grants Administrator in the Private Sector Housing Team is causing delays in the processing of grant applications, and failure to rectify this by September will result in a major underspend by the year end.
- 5.9 The scheme for providing a play area at the Dolphin Centre (£40k) will not be started this year because of other higher priority sites, and a £39k underspend is currently being projected on the CCTV scheme at Wythall/Drakes Cross.
- 5.10 The projected expenditure for the end of year is £7.118 million on all schemes which will result in an underspend of £223k compared to the Probable Revised Capital Programme for 2006/07. The latest position on all schemes can be seen on **Appendix L**.

6. **Use of Balances**

- 6.1 The Council had Revenue balances of £2.282m as at 31st March 2006 however during the course of the 2005/06 additional use of balances were approved which are committed in 2006/07. The total funding required amounts to £99k. Within the Medium Term Financial Plan it has already been approved that £334k and £500k of balances will be used in 2006/07 and 2007/08 respectively. This would further reduce the balances to £1.349m
Executive Cabinet have recently approved the funding associated with the improvement plan at a cost of £350k which would reduce the available balances to £999k.

7. **FINANCIAL IMPLICATIONS**

- 7.1 None other than in the body of the report.

8. **LEGAL IMPLICATIONS**

- 8.1 None.

9. **OTHER SUB HEADINGS**

- 9.1 None

Personnel Implications
Governance/Performance Management Considerations
Community Safety Considerations
Risk Management Considerations

Policy Considerations
Environmental Considerations
Equalities Implications

Background Papers

Full Performance Indicators report

Financial Position to include Revenue & Capital Monitoring reports to June 2006 and information on the use of balances

Contact officer

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APPENDIX A

	Approved Budget	Profiled Budget	Revised Actual	Variance
		April-June	April-June	April-June
Service Department	2006/07 £'000	2006/07 £'000	2006/07 £'000	2006/07 £'000
Corporate Services	1,099	282	282	-0
Culture & Community	3,012	783	795	13
E-Government & Customer Services	25	140	112	-28
Financial Services	1,731	501	507	7
Legal & Democratic Services	801	244	244	0
Organisational Development & Human Resources	37	-3	-24	-22
Planning & Environment Services	4,326	1,108	969	-139
Street Scene & Waste Management	4,908	1,103	1,263	159
TOTAL SERVICES	15,938	4,157	4,148	-10

Projected Outturn	Projected Variance
2006/07 £'000	2006/07 £'000
1,117	17
3,089	78
39	15
1,767	36
805	4
22	-15
4,330	4
5,027	119
16,196	258

APPENDIX B

	Approved Budget	Profiled Budget April-June	Revised Actual April-June	Variance April-June
	2006/07 £'000	2006/07 £'000	2006/07 £'000	2006/07 £'000
Corporate Services				
Corporate Projects	100	0	0	0
Economic Development	89	22	18	-4
Retail Market	8	-1	-5	-3
TOTAL SERVICE	197	20	13	-7

Projected Outturn	Projected Variance
2006/07 £'000	2006/07 £'000
100	0
96	7
8	0
204	7

APPENDIX C

	Approved Budget	Profiled Budget	Revised Actual	Variance
		April-June	April-June	April-June
Corporate Services	2006/07 £'000	2006/07 £'000	2006/07 £'000	2006/07 £'000
Policy & Performance	254	63	45	-19
TOTAL SERVICE	254	63	45	-19

Projected Outturn	Projected Variance
2006/07 £'000	2006/07 £'000
251	-3
251	-3

APPENDIX D

	Approved Budget	Profiled Budget	Revised Actual	Variance
		April-June	April-June	April-June
Corporate Services	2006/07 £'000	2006/07 £'000	2006/07 £'000	2006/07 £'000
Corporate Management	648	198	224	26
TOTAL SERVICE	648	198	224	26

Projected Outturn	Projected Variance
2006/07 £'000	2006/07 £'000
662	13
662	13

APPENDIX E

	Approved Budget	Profiled Budget	Revised Actual	Variance	Projected Outturn	Projected Variance
	2006/07	2006/07	2006/07	2006/07	2006/07	2006/07
	£'000	£'000	£'000	£'000	£'000	£'000
Culture & Community Services						
Arts Services	315	73	78	4	317	2
Cemeteries	20	6	5	-1	15	-5
Community Safety	600	182	193	11	674	74
Culture & Community Services Management	-25	-6	-17	-11	-36	-11
Museums and TIC	142	36	26	-9	142	0
Parks & Open Spaces	417	104	100	-4	417	0
Spadesbourne Suite - General	88	19	19	0	88	0
Sport & Recreation General	351	88	79	-8	351	1
Sports Centres	1,104	282	312	31	1,121	17
TOTAL SERVICE	3,012	783	795	13	3,089	78

APPENDIX F

	Approved Budget	Profiled Budget	Revised Actual	Variance
	2006/07	2006/07	2006/07	2006/07
	£'000	£'000	£'000	£'000
E-Government & Customer Services				
Customer Service Centre	41	10	9	-1
E-Government	-16	130	104	-26
TOTAL SERVICE	25	140	112	-28

Projected Outturn	Projected Variance
2006/07	2006/07
£'000	£'000
54	13
-15	1
39	15

APPENDIX G

	Approved Budget	Profiled Budget	Revised Actual	Variance	Projected Outturn	Projected Variance
	2006/07	2006/07	2006/07	2006/07	2006/07	2006/07
Financial Services	£'000	£'000	£'000	£'000	£'000	£'000
Benefit Administration	271	68	120	52	340	69
Benefit Payments	48	12	-1	-13	46	-1
Central Overheads	83	30	30	-1	83	0
Financial Services - Accountancy & Admin	-3	-1	-21	-20	-22	-18
Financial Services - Internal Audit	-5	-1	2	4	4	9
Grants & Donations	171	101	79	-22	171	0
Local Taxation	1,174	294	308	15	1,163	-12
Recovery Plan - Financial Services	0	0	0	0	0	0
Revenues & Benefits System Control	-7	-2	-10	-8	-18	-11
TOTAL SERVICE	1,731	501	507	7	1,767	36

APPENDIX H

	Approved Budget	Profiled Budget April-June	Revised Actual April-June	Variance April-June	Projected Outturn	Projected Variance
Legal & Democratic Services	2006/07 £'000	2006/07 £'000	2006/07 £'000	2006/07 £'000	2006/07 £'000	2006/07 £'000
Administration & Registration	859	215	216	1	874	15
Committee Services	-8	-2	-1	1	-8	0
Corporate Facilities	-0	1	-3	-3	-9	-9
Elections	46	12	7	-4	46	0
Facilities Management	-82	10	19	8	-54	28
Legal Services	-12	8	10	2	-29	-17
Recovery Plan - Legal	0	0	0	0	0	0
Valuation Services	-3	-0	-5	-5	-15	-12
TOTAL SERVICE	801	244	244	0	805	4

APPENDIX I

	Approved Budget	Profiled Budget April-June	Revised Actual April-June	Variance April-June
Organisational Development & Human Resources	2006/07 £'000	2006/07 £'000	2006/07 £'000	2006/07 £'000
Human Resources & Organisational Development	37	-3	-24	-22
TOTAL SERVICE	37	-3	-24	-22

Projected Outturn	Projected Variance
2006/07 £'000	2006/07 £'000
22	-15
22	-15

APPENDIX J

	Approved Budget	Profiled Budget April-June	Revised Actual April-June	Variance April-June
Planning & Environment Services	2006/07 £'000	2006/07 £'000	2006/07 £'000	2006/07 £'000
Development & Building Control	536	134	114	-20
Environmental Health	962	242	212	-30
Licensing	15	4	2	-2
Planning Administration	-143	-32	-23	9
Strategic Housing	2,317	601	549	-52
Strategic Planning	638	160	116	-44
TOTAL SERVICE	4,326	1,108	969	-139

Projected Outturn	Projected Variance
2006/07 £'000	2006/07 £'000
538	2
929	-32
16	1
-71	72
2,318	0
600	-39
4,330	4

APPENDIX K

	Approved Budget	Profiled Budget April-June	Revised Actual April-June	Variance April-June	Projected Outturn	Projected Variance
Street Scene & Waste Management Services	2006/07 £'000	2006/07 £'000	2006/07 £'000	2006/07 £'000	2006/07 £'000	2006/07 £'000
Car Parks	-848	-205	-103	102	-758	89
Cleansing	1,233	321	294	-27	1,094	-139
Depot - Miscellaneous	355	14	28	14	407	52
Environmental Enhancements	-24	-6	15	21	11	36
Garage	-13	2	-24	-26	-54	-41
Grounds Maintenance	570	154	161	7	578	7
Highways	325	90	98	7	339	14
Refuse Collection	2,889	627	676	49	2,991	102
Street Scene Support	-0	-0	2	2	1	1
Travel Concessions	421	105	115	10	418	-3
TOTAL SERVICE	4,908	1,103	1,263	159	5,027	119

BROMSGROVE DISTRICT COUNCIL
CAPITAL BUDGET MONITORING STATEMENT - 2006/07
ACCOUNTING PERIOD 3 - JUNE 2006
SUMMARY

(1)	(2)	(3)	(4)	(5)	(6)	(7)
MONITORED AGAINST THE 2006/07 PROBABLE REVISED CAPITAL BUDGET	PROBABLE REVISED CAPITAL BUDGET 2006/07 £'000	BUDGETED PAYMENTS TO DATE 2006/07 £'000	EXPENDITURE TO DATE £'000	VARIATION TO BUDGET TO DATE (4 - 3) £'000	PROJECTED YEAR END EXPENDITURE £'000	PROJECTED YEAR END VARIATION (6 - 2) £'000
<u>DEPARTMENT</u>						
Financial Services	0	0	(200)	(200)	0	0
Legal & Democratic Services	97	13	(14)	(27)	123	26
Human Resources & Organisational Development	30	0	0	0	2	(28)
E-Government & Customer Services	1,225	9	(20)	(29)	1,277	52
Street Scene & Waste Management Services	1,346	391	390	(1)	1,328	(18)
Planning & Environment Services	1,858	248	44	(204)	1,678	(180)
Culture & Community Services	2,785	217	129	(88)	2,710	(75)
TOTAL	7,341	878	329	(549)	7,118	(223)

Underspends are shown as negative figures.

<p style="text-align: center;">BROMSGROVE DISTRICT COUNCIL CAPITAL BUDGET MONITORING STATEMENT - 2006/07 AS AT ACCOUNTING PERIOD 3 - JUNE 2006</p> <p style="text-align: center;">GENERAL FUND - FINANCIAL SERVICES</p>												
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
MONITORED AGAINST THE 2006/07 PROBABLE REVISED CAPITAL BUDGET			CORPORATE DIRECTOR	BUDGET HOLDER	BUDGET MANAGER	PROBABLE REVISED CAPITAL BUDGET 2006/07 £'000	BUDGETED PAYMENTS TO DATE 2006/07 £'000	EXPENDITURE TO DATE £'000	VIATION TO BUDGET TO DATE (9 - 8) £'000	PROJECTED YEAR END EXPENDITURE £'000	PROJECTED YEAR END VARIATION (11 - 7) £'000	BUDGET HOLDER REASONS FOR MAJOR VARIANCES
Capital Code	Funding	2006/07 Schemes										
		Financial Services:-										
		There are no new schemes for Financial Services							0	0	0	
GC1071	CR	Pensions backfunding for employees transferred to BDHT	K Dicks	J Pickering	J Pickering	0	0	(200)	(200)	0	0	The credit value of expenditure to date relates to the reversal into 2006/07 of a sundry creditors declared in 2005/06, and the value will change to nil once the payment is made in the near future
									0	0	0	
									0	0	0	
									0	0	0	
		GRAND TOTALS				0	0	(200)	(200)	0	0	

CR = BDC Capital Receipts
GG = Government Grants
S106 = Section 106 Planning Agreements
Note: Underspends are shown as negative figures.

BROMSGROVE DISTRICT COUNCIL												
CAPITAL BUDGET MONITORING STATEMENT - 2006/07												
AS AT ACCOUNTING PERIOD 3 - JUNE 2006												
GENERAL FUND - LEGAL & DEMOCRATIC SERVICES												
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
MONITORED AGAINST THE 2006/07 PROBABLE REVISED CAPITAL BUDGET			CORPORATE DIRECTOR	BUDGET HOLDER	BUDGET MANAGER	PROBABLE REVISED CAPITAL BUDGET 2006/07 £'000	BUDGETED PAYMENTS TO DATE 2006/07 £'000	EXPENDITURE TO DATE £'000	VARIATION TO BUDGET TO DATE (9 - 8) £'000	PROJECTED YEAR END EXPENDITURE £'000	PROJECTED YEAR END VARIATION (11 - 7) £'000	BUDGET HOLDER REASONS FOR MAJOR VARIANCES
Capital Code	Funding	2006/07 Schemes										
GC1066	CR	Replacement Electoral Software	K Dicks	A R Burton	D Poole	15	0	0	0	0	(15)	This scheme has been delayed by the effects of the organisational restructure and is unlikely to be undertaken this year. A request will be made to carry this budget forward to 2007/08 at the appropriate time if needed. If the proposed Spatial IT scheme proceeds this is likely to include some additional electoral facilities
GC1067	CR	Committee Minutes System	K Dicks	A R Burton	J Wright	18	0	0	0	24	6	This scheme was commenced in 2005/06 and is scheduled to be completed in 2006/07. A request has therefore been made to carry forward the remaining budget from 2005/06 to 2006/07 for the completion of the scheme. There is expected to be an overspend in the year of £6k because the budget does not include the cost of a new IT server because it was thought at the time that this would not be required, but this has not been the case. It has been agreed that the overspend is to be financed by Revenue savings in Legal & Democratic department.
GC1068	CR	Disabled Discrimination Act improvements (05/06)	K Dicks	A R Burton	A R Burton	14	0	0	0	14	0	A request has been made on the 2005/06 capital outturn to carry forward the unspent budget of £14k to year 2006/07 because further outstanding work is required to secure compliance under the Disabled Discrimination Act. (two specific projects are being a new Members' entrance and attention to the Spadesbourne Brook entrance).
GC1023	CR	Conversion of Council House Reception Area to Office Accommodation (Service Centre budget) - (funded from capital receipts)	K Dicks	A Burton	D Rogers-Davies	50	13	6	(7)	85	35	This budget was created from the underspend which occurred on building the new Service Centre. Additional costs of £22k relating to the Service Centre were charged to this budget in 2005/06 and there was also an underspend of £4k on the conversion of the Council House reception area. The net result in 2005/06 was therefore an overspend against the budget available of £18k in 2005/06. The original budget for 2006/07 was £68k and this has been adjusted for the 2005/06 net overspend (£18k) which reduces this year's budget to £50k. Projected expenditure on the reception area this year is £85k thereby making a projected overspend of £35k against this reduced budget. If the costs relating to the Service Centre are excluded the overspend on the Council House reception area is estimated at £13k. The extra costs relate to additional work being required (electrical re-wiring, plastering, health & safety issues, & IT cabling). A report will be submitted to Executive Cabinet seeking additional budget funding. For further details also see the box below.

BROMSGROVE DISTRICT COUNCIL
CAPITAL BUDGET MONITORING STATEMENT - 2006/07
AS AT ACCOUNTING PERIOD 3 - JUNE 2006

GENERAL FUND - LEGAL & DEMOCRATIC SERVICES

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
MONITORED AGAINST THE 2006/07 PROBABLE REVISED CAPITAL BUDGET			CORPORATE DIRECTOR	BUDGET HOLDER	BUDGET MANAGER	PROBABLE REVISED CAPITAL BUDGET 2006/07 £'000	BUDGETED PAYMENTS TO DATE 2006/07 £'000	EXPENDITURE TO DATE £'000	VIATION TO BUDGET TO DATE (9 - 8) £'000	PROJECTED YEAR END EXPENDITURE £'000	PROJECTED YEAR END VARIATION (11 - 7) £'000	BUDGET HOLDER REASONS FOR MAJOR VARIANCES
GC1023	CR	Provision of Service Centre - BDC Share (funded from capital receipts)	K Dicks	Robbie Hazlehurst	Robbie Hazlehurst	0	0	(20)	(20)	0	0	The credit value of expenditure to date relates to the reversal into 2006/07 of sundry creditors declared in 2005/06 which relate to late costs regarding the Service Centre (Contract retention, new doors, signage, architect fees). Once paid the balance should become nil. An approach is being made to Worcestershire County Council to obtain additional funding towards the £22k overspend at the Service Centre in 2005/06.
GRAND TOTALS						97	13	(14)	(27)	123	26	

CR = BDC Capital Receipts
GG = Government Grants
S106 = Section 106 Planning Agreements

Note: Underspends are shown as negative figures.

BROMSGROVE DISTRICT COUNCIL
CAPITAL BUDGET MONITORING STATEMENT - 2006/07
AS AT ACCOUNTING PERIOD 3 - JUNE 2006

GENERAL FUND - HUMAN RESOURCES & ORGANISATIONAL DEVELOPMENT

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
MONITORED AGAINST THE 2006/07 PROBABLE REVISED CAPITAL BUDGET			CORPORATE DIRECTOR	BUDGET HOLDER	BUDGET MANAGER	PROBABLE REVISED CAPITAL BUDGET 2006/07 £'000	BUDGETED PAYMENTS TO DATE 2006/07 £'000	EXPENDITURE TO DATE £'000	VIATION TO BUDGET TO DATE (9 - 8) £'000	PROJECTED YEAR END EXPENDITURE £'000	PROJECTED YEAR END VARIATION (11 - 7) £'000	BUDGET HOLDER REASONS FOR MAJOR VARIANCES
Capital Code	Funding	2006/07 Schemes										
GC1010	CR	New HR Information & Management system	K Dicks	J Pitman	D Poole	30	0	0	0	2	(28)	This scheme has been delayed by the effects of the organisational restructure and is unlikely to be undertaken this year. A request will be made to carry this budget forward to 2007/08 at the appropriate time.
									0	0	0	
									0	0	0	
									0	0	0	
									0	0	0	
		GRAND TOTALS				30	0	0	0	2	(28)	

CR = BDC Capital Receipts
GG = Government Grants
S106 = Section 106 Planning Agreements
Note: Underspends are shown as negative figures.

BROMSGROVE DISTRICT COUNCIL
CAPITAL BUDGET MONITORING STATEMENT - 2006/07
AS AT ACCOUNTING PERIOD 3 - JUNE 2006

GENERAL FUND - E-GOVERNMENT & CUSTOMER SERVICES

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
MONITORED AGAINST THE 2006/07 PROBABLE REVISED CAPITAL BUDGET			CORPORATE DIRECTOR	BUDGET HOLDER	BUDGET MANAGER	PROBABLE REVISED CAPITAL BUDGET 2006/07 £'000	BUDGETED PAYMENTS TO DATE 2006/07 £'000	EXPENDITURE TO DATE £'000	VARIATION TO BUDGET TO DATE (9 - 8) £'000	PROJECTED YEAR END EXPENDITURE £'000	PROJECTED YEAR END VARIATION (11 - 7) £'000	BUDGET HOLDER REASONS FOR MAJOR VARIANCES
Capital Code	Funding	2006/07 Schemes										
		IT Services:-										
		Implementing Electronic Government (I.E.G. Net) See projects below:-					0					
GC1108	CR	ICT Infrastructure Scheme (funded from capital receipts & IEG Grant)	K Dicks	D Poole	D Poole	441	0	(29)	(29)	520	79	The credit value of expenditure to date (£29k) relates to sundry credited invoices charged to 2005/06, which are reversed into 2006/07, and have not yet been fully paid. Payments in 2006/07 have mainly been for the sundry credited invoices and £29k remains unpaid at period 3. A request has been made to carry forward the £441k budget underspend from 2005/06 to 2006/07 because the project will be completed in the summer of 2006. An overspend of £79k is expected mainly because the project has been charged with support services recharges from Revenue in 2005/06, and a proportion of the cost of employing an interim Head of IT, both of which were not included in the budget for the scheme.
GC1122	GG & CR	Purchase Order Processing System (Funded from capital receipts & IEG Grant)	K Dicks	D Poole	D Poole	197	0	0	0	197	0	This project is expected to be completed within the financial year 2006/07. No start date can be given at this time.
GC1111	GG & CR	Internet/Intranet Development (funded from IEG Grant)	K Dicks	D Poole	D Poole	23	0	0	0	23	0	underspend from 2005/06 to 2006/07. The delays have been due to contract agreements with external suppliers [Worcestershire County Council]. The project is now up and running.
		SUB-TOTAL IEG 2005-06 Grant Allocation & Balances Brought Forward				661	0	(29)	(29)	740	79	
		IT Equipment, Upgrades, & Other Systems										
GC1072	CR	Corporate Budget for IT Upgrades (2006/07)	K Dicks	D Poole	D Poole	37	9	9	0	40	3	The budget for 2006/07 has been reduced by £3k for the overspend which occurred in 2005/06. The overspend is due to the charging of a share of the support services recharges to this scheme rather than overspending by the budget holder. The scheme will be completed in 2006/07.
-	CR	Corporate Budget for IT Upgrades - Increased Resources (2006/07)	K Dicks	D Poole	D Poole	14	0	0	0	14	0	The scheme will be completed in 2006/07.
GC1110	CR	Government Connect Scheme	K Dicks	D Poole	D Poole	30	0	0	0	0	(30)	A request has been made to carry forward the £30k budget underspend from 2005/06 to 2006/07. This project will not be completed within 2006/07 due to delays from Central Government in defining the exact configuration of the "Government Connect Scheme", therefore we cannot commence this scheme.
GC1119	CR	Upgrading to Radius Cash Receipting System (2006/07)	K Dicks	D Poole	D Poole	50	0	0	0	50	0	This project, which was approved in Jan 2006, will be completed in 2006/07.
GC1120	CR	Upgrading of Leisure Booking & Receipts/Income Flex-on-Line System (2006/07)	K Dicks	D Poole	D Poole	33	0	0	0	33	0	This project, which was approved in Jan 2006, will be completed in 2006/07.
GC1121	CR	Replacement of Academy Revenues & Benefits IT System	K Dicks	D Poole	D Poole	400	0	0	0	400	0	The Academy contract ends March 2007. Monies to be used in 2006/07 to secure a replacement system.

<p align="center">BROMSGROVE DISTRICT COUNCIL CAPITAL BUDGET MONITORING STATEMENT - 2006/07 AS AT ACCOUNTING PERIOD 3 - JUNE 2006</p> <p align="center">GENERAL FUND - E-GOVERNMENT & CUSTOMER SERVICES</p>												
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
MONITORED AGAINST THE 2006/07 PROBABLE REVISED CAPITAL BUDGET			CORPORATE DIRECTOR	BUDGET HOLDER	BUDGET MANAGER	PROBABLE REVISED CAPITAL BUDGET 2006/07 £'000	BUDGETED PAYMENTS TO DATE 2006/07 £'000	EXPENDITURE TO DATE £'000	ARIATION TO BUDGET TO DATE (9 - 8) £'000	PROJECTED YEAR END EXPENDITURE £'000	PROJECTED YEAR END VARIATION (11 - 7) £'000	BUDGET HOLDER REASONS FOR MAJOR VARIANCES
-	CR	Spatial Project	K Dicks	D Poole	D Poole	0	0	0	0	0	0	The Spatial Project is a modernising programme involving the procurement of new integrated software to enable the transformation of service delivery and the achievement of full compliance with national E-Government priority outcomes. The scheme received approval from Executive Cabinet on 2nd August 2006, and a Project Management Board is to be established. There is a £500k capital budget requirement included in the business case for 2006/07 which may require re-phasing. Further details will be reported in due course.
		SUB-TOTAL IT Equipment & Upgrades				564	9	9	0	537	(27)	
		Customer Services:-										
		See Legal & Democratic Department for the Service Centre.							0	0	0	
		SUB-TOTAL Customer Services				0	0	0	0	0	0	
									0	0	0	
		GRAND TOTALS				1,225	9	(20)	(29)	1,277	52	

CR = BDC Capital Receipts
GG = Government Grants
S106 = Section 106 Planning Agreements
Note: Underspends are shown as negative figures.

BROMSGROVE DISTRICT COUNCIL
CAPITAL BUDGET MONITORING STATEMENT - 2006/07
AS AT ACCOUNTING PERIOD 3 - JUNE 2006

GENERAL FUND - STREET SCENE & WASTE MANAGEMENT SERVICES

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
MONITORED AGAINST THE 2006/07 PROBABLE REVISED CAPITAL BUDGET			CORPORATE DIRECTOR	BUDGET HOLDER	BUDGET MANAGER	PROBABLE REVISED CAPITAL BUDGET 2006/07 £'000	BUDGETED PAYMENTS TO DATE 2006/07 £'000	EXPENDITURE TO DATE £'000	ARIATION TO BUDGET TO DATE (9 - 8) £'000	PROJECTED YEAR END EXPENDITURE £'000	PROJECTED YEAR END VARIATION (11 - 7) £'000	BUDGET HOLDER REASONS FOR MAJOR VARIANCES
Capital Code	Funding	2006/07 Schemes										
		Technical Services:-										
GC1143	CR	Pay & Display Car Park Ticket Machines	P Street	M Bell	S Martin	20	0	0	0	20	0	The capital appraisal for this scheme has now been signed off and the scheme will proceed shortly. An accurate cost is not yet available and tenders will be invited in August/September.
GC1144	CR	Concessionary Fare Implementation of Smart Cards.	P Street	M Bell	S Martin	20	0	0	0	0	(20)	Worcestershire County Council are leading on this scheme and the current position suggests that the scheme will not proceed this year. We have however signed up to this and it is likely to proceed in 2007/08 so a request for budget carry forward will be made at the appropriate time.
GC052	CR	Green Lane Drainage Phase II (2003/04 Scheme)	P Street	M Bell	J Bailey	0	0	1	1	1	1	Late costs relating to an earlier year scheme.
		SUB-TOTAL Technical Services				40	0	1	1	21	(19)	
		Depot Services:-										
GC1085	CR	Replacement of Fleet Vehicles (Multi Lift Vehicles)	P Street	M Bell	J Woodfield	125	0	0	0	125	0	For the replacement of vehicle registrations P585 EOY & P584 EOY (stolen). A type of vehicle is currently on trial and the purchase is expected in quarter 4 of 2006/07.
GC1148	CR	Skips for new 18 tonne Depot Multi Lift Vehicles	P Street	M Bell	J Woodfield	20	0	0	0	20	0	This is related to the above scheme. The type of skips required are dependent on the type of vehicle selected.
GC1087	CR	New Tanker for Cesspools Work	P Street	M Bell	J Woodfield	58	0	0	0	60	2	Delivery is imminent.
GC1146	CR	Street Cleaning Vehicles & Equipment (Identified within the Depot Strategy)	P Street	M Bell	J Woodfield	507	0	0	0	507	0	The budget is intended for 3 mini mechanical sweepers, 6 pick-up vehicles, 4 trailers, 1 large mechanical sweeper, 5 pedestrian controlled sweepers, & replacement of plant. Tenders are being invited on 1st August for a selection of our requirements and some items will be trialled before more are purchased.
GC1147	CR	Replacement Rear Loading Trade Waste Collection Vehicle (Identified within the Depot Strategy)	P Street	M Bell	J Woodfield	130	0	0	0	130	0	Vehicle will be used to replace one which is currently being rented. Invitations to tender are being issued on 1st August and delivery will not be expected until quarter 4 of 2006/07 because of the long delivery times on such vehicles.
GC1150	CR	Improvements to Depot Site (2006/07 & 2007/08)	P Street	M Bell	M Bell	50	0	0	0	50	0	Improvements to the Depot yard and stores to meet health & safety issues are required and will commence shortly.
GC1145	CR	Graffiti Removal System	P Street	M Bell	M Bell	25	0	0	0	25	0	This scheme was approved by Executive Cabinet in Jan 2006 and was included for 2005/06. The intention was to obtain a second hand vehicle but close examination revealed serious faults which prevented the purchase. An application has therefore been made on the 2005/06 capital outturn to carry the £25k budget forward to 2006/07.
GC1155	CR	Vehicles & General Plant (b/f) - 3 Rear Loading Refuse Freighters	P Street	M Bell	J Woodfield	292	292	291	(1)	291	(1)	The original plan was to purchase 2 freighters in 2005/06 and 1 in 2006/07. However delivery delays have meant that all 3 vehicles have now been received in 2006/07. A request has therefore been made on the 2005/06 capital outturn to carry forward the £195k budget to 2006/07.
GC1046	CR	Ex Lease DAF FA60.180 Tanker Reg'n No P570 EOY	P Street	M Bell	J Woodfield	0	0	(1)	(1)	0	0	Under investigation, probable coding error.

BROMSGROVE DISTRICT COUNCIL												
CAPITAL BUDGET MONITORING STATEMENT - 2006/07												
AS AT ACCOUNTING PERIOD 3 - JUNE 2006												
GENERAL FUND - STREET SCENE & WASTE MANAGEMENT SERVICES												
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
MONITORED AGAINST THE 2006/07 PROBABLE REVISED CAPITAL BUDGET			CORPORATE DIRECTOR	BUDGET HOLDER	BUDGET MANAGER	PROBABLE REVISED CAPITAL BUDGET 2006/07 £'000	BUDGETED PAYMENTS TO DATE 2006/07 £'000	EXPENDITURE TO DATE £'000	VIARIATION TO BUDGET TO DATE (9 - 8) £'000	PROJECTED YEAR END EXPENDITURE £'000	PROJECTED YEAR END VARIATION (11 - 7) £'000	BUDGET HOLDER REASONS FOR MAJOR VARIANCES
GC1089	CR	Pavement Sweepers for street cleansing	P Street	M Bell	J Woodfield	99	99	99	0	99	0	This was a 2005/06 scheme and it was not possible to obtain delivery before 31/03/2006. There is therefore a budget carry forward request for £99k for this scheme included in the 2005/06 capital outturn.
		SUB-TOTAL Depot Services				1,306	391	389	(2)	1,307	1	
		GRAND TOTALS				1,346	391	390	(1)	1,328	(18)	

CR = BDC Capital Receipts

GG = Government Grants

S106 = Section 106 Planning Agreements

Note: Underspends are shown as negative figures.

BROMSGROVE DISTRICT COUNCIL												
CAPITAL BUDGET MONITORING STATEMENT - 2006/07												
AS AT ACCOUNTING PERIOD 3 - JUNE 2006												
GENERAL FUND - PLANNING & ENVIRONMENT SERVICES												
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
MONITORED AGAINST THE 2006/07 PROBABLE REVISED CAPITAL BUDGET			CORPORATE DIRECTOR	BUDGET HOLDER	BUDGET MANAGER	PROBABLE REVISED CAPITAL BUDGET 2006/07 £'000	BUDGETED PAYMENTS TO DATE 2006/07 £'000	EXPENDITURE TO DATE £'000	VIARIATION TO BUDGET TO DATE (9-8) £'000	PROJECTED YEAR END EXPENDITURE £'000	PROJECTED YEAR END VARIATION (11-7) £'000	BUDGET HOLDER REASONS FOR MAJOR VARIANCES
Capital	Funding	2006/07 Schemes										
Code		Strategic Housing:- Strategic & Enabling Housing Schemes:-										
GC1036	S106	4 Houses on garage sites(Grafton,Foxwalks)	P Street	D Hammond	A Coel	96	0	0	0	96	0	Scheme ready to start but awaiting outcome of Housing Corporation bid to supplement funding and joint contractor appointment with BDHT to achieve best value for money. A request has been made to carry forward the E64k budget underspend from 2005/06 to 2006/07.
GC1076	S106	5 Houses on garage sites (Ryfield)	P Street	D Hammond	A Coel	72	33	33	0	73	1	Scheme delayed by complications in the conveyance of the site to RSL but this is now resolved. Scheme ready to start but awaiting outcome of Housing Corporation bid to supplement funding and joint contractor appointment with BDHT to achieve best value for money. A request was made to carry forward the E57k budget underspend from 2005/06 to 2006/07.
		New Affordable Schemes:-					0					
GC1037	S106	Grants to RSL-York Rd,Hollywood La,Houndsfield Cl.	P Street	D Hammond	A Coel	32	0	0	0	32	0	Construction has started and 80% of the grant paid. The remaining 20% is budgeted to be paid in 2006/07.
GC1077	S106	Grants to RSL Villiers Road (Previously 38-42 Broad Street Scheme)	P Street	D Hammond	A Coel	120	0	0	0	120	0	The final 20% on this schemes is to be paid in 2006/07
GC1079	CR	Grants to RSL's - Housing to Rent (New build)	P Street	D Hammond	A Coel	115	0	0	0	115	0	Fully committed and schemes have commenced. A request was made to carry forward the E92k budget underspend from 2005/06 to 2006/07.
GC1081	CR	Grants to RSL's - Shared Ownership (New Build/Do-it-Yourself)	P Street	D Hammond	A Coel	22	0	0	0	22	0	The scheme was scheduled to commence in the 4th quarter of 2005/06 but did not. A request has been made to carry forward the E18k budget underspend from 2005/06 to 2006/07.
GC1082	CR	Grants to RSL's - Low Cost Shared Equity/Shared Rented Housing	P Street	D Hammond	A Coel	58	0	0	0	58	0	Fully committed to Bromford for Barrington Rd Scheme. Was scheduled to commence in the 4th quarter of 2005/06 but it did not. A request has been made to carry forward the E46k budget underspend from 2005/06 to 2006/07.
GC1139	CR	Grants to RSL's - Low Cost Housing	P Street	D Hammond	A Coel	160	0	0	0	160	0	This is a new scheme which is being developed.
GC1140	CR & S106	Grants to RSL's - Housing for Rent	P Street	D Hammond	A Coel	285	0	0	0	285	0	This is a new scheme which is being developed.
GC1141	CR	Grants to RSL's - General	P Street	D Hammond	A Coel	40	0	0	0	40	0	This is a new scheme which is being developed.
		Retained Housing Works:-					0					
GC1049	CR	Houndsfield Lane Caravan Site - Door & window replacements - amenity blocks	P Street	D Hammond	A Coel	8	2	0	(2)	8	0	A request has been made to carry forward the E8k budget underspend from 2005/06 to 2006/07 as budget was committed and work has now been completed.
		New Homeless Hostels Schemes:					0					
GC1075	CR	Burcot, Wythall, Holly, & Rubery Lodges - Refurb & Modernisation scheme	P Street	D Hammond	A Coel	19	5	2	(3)	19	0	A request has been made to carry forward the E1k budget underspend from 2005/06 to 2006/07.
		SUB-TOTAL Strategic Housing				1,027	40	35	(5)	1,028	1	
		Private Sector Renewal:-										

BROMSGROVE DISTRICT COUNCIL													
CAPITAL BUDGET MONITORING STATEMENT - 2006/07													
AS AT ACCOUNTING PERIOD 3 - JUNE 2006													
GENERAL FUND - PLANNING & ENVIRONMENT SERVICES													
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	
MONITORED AGAINST THE 2006/07 PROBABLE REVISED CAPITAL BUDGET			CORPORATE DIRECTOR	BUDGET HOLDER	BUDGET MANAGER	PROBABLE REVISED CAPITAL BUDGET 2006/07 £'000	BUDGETED PAYMENTS TO DATE 2006/07 £'000	EXPENDITURE TO DATE £'000	VIATION TO BUDGET TO DATE (9-8) £'000	PROJECTED YEAR END EXPENDITURE £'000	PROJECTED YEAR END VARIATION (11-7) £'000	BUDGET HOLDER REASONS FOR MAJOR VARIANCES	
GC411		Mandatory Disabled Facilities Grants (DFG's) (Private & BDHT Grants) (Now separated out - see below)											
GC412											0		
GC416													
	GG & CR	Mandatory Disabled Facilities Grants (DFG's) (Private & BDHT Grants) - Budget Only	P Street	D Hammond	A Coel	675	169	0	(169)	500	(175)	The lack of a Grants Administrator in the Private Sector Housing Team is currently causing delays in the processing of grant applications and if not rectified by September will result in a major underspend occurring. Work on the Housing CPA has also caused further delays. The performance of the Care & Repair Agency in processing grants is improving and under monthly scrutiny by housing officers.	
GC411	GG & CR	Disabled Facilities Grants - Owner Occupiers	P Street	D Hammond	A Coel	0	0	7	7		0		
GC412	GG & CR	Disabled Facilities Grants - Tenant(Private)	P Street	D Hammond	A Coel	0	0	0	0		0		
GC415	GG & CR	Disabled Facilities Grants - Tenant(BDC)	P Street	D Hammond	A Coel	0	0	0	0		0		
GC416	GG & CR	Disabled Facilities Grants - BDHT	P Street	D Hammond	A Coel	0	0	2	2		0		
		Total Mandatory Disabled Facilities Grants				675	169	9	(160)	500	(175)		
GC1064	CR	Discretionary Home Repair Assistance & Housing Renewal Grants	P Street	D Hammond	A Coel	156	39	2	(37)	150	(6)		
		SUB-TOTAL Private Sector Renewal				831	208	11	(197)	650	(181)		
		Planning Services:-											
		There are no schemes for Planning Services				0	0	0	0	0	0		
		SUB-TOTAL Planning Services				0	0	0	0	0	0		
		Housing Programme:-											
HC013	CR	Contingency for various old contract retentions from prior years.	P Street	D Hammond	A Coel	0	0	(2)	(2)	0	0	The credit value of expenditure to date relates to the reversal of sundry creditors declared in 2005/06 which are reversed into 2006/07 and which remain unpaid in the year to date.	
		SUB-TOTAL Housing Programme				0	0	(2)	(2)	0	0		
		GRAND TOTALS				1,858	248	44	(204)	1,678	(180)		

CR = BDC Capital Receipts
GG = Government Grants
S106 = Section 106 Planning Agreements
Note: Underspends are shown as negative figures.

BROMSGROVE DISTRICT COUNCIL												
CAPITAL BUDGET MONITORING STATEMENT - 2006/07												
AS AT ACCOUNTING PERIOD 3 - JUNE 2006												
GENERAL FUND - CULTURE & COMMUNITY SERVICES												
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
MONITORED AGAINST THE 2006/07 PROBABLE REVISED CAPITAL BUDGET			CORPORATE DIRECTOR	BUDGET HOLDER	BUDGET MANAGER	PROBABLE REVISED CAPITAL BUDGET 2006/07	BUDGETED PAYMENTS TO DATE 2006/07	EXPENDITURE TO DATE	VIARIATION TO BUDGET TO DATE (9 - 8)	PROJECTED YEAR END EXPENDITURE	PROJECTED YEAR END VARIATION (11 - 7)	BUDGET HOLDER REASONS FOR MAJOR VARIANCES
Capital Code	Funding	2006/07 Schemes				£'000	£'000	£'000	£'000	£'000	£'000	
		Culture & Community Services:										
GC423	CR	Arts Centre (Joint With College) (2005/06 budget)	P Street	R Hazlehurst	R Hazlehurst	0	0	(55)	(55)	0	0	The credit value of expenditure to date relates to the reversal of sundry creditors declared in 2005/06 which are reversed into 2006/07 and which remain unpaid in the year to date.
GC1095	S106	New Sporting Pitches (Garringtons/UEF)	P Street	R Hazlehurst	R Hazlehurst	60	0	0	0	60	0	A report was submitted to Executive Cabinet on 17 May 2006 to consider an application from Bromsgrove Cricket, Hockey and Tennis club relating to the provision of an artificial floodlit pitch at St Godwalds Park, and this was approved in principle. A meeting will be held with the club in August 2006 to progress the scheme further.
GC1096	S106	Wythall Teenage Sports Facility Scheme	P Street	R Hazlehurst	J Godwin	80	0	0	0	80	0	An evaluation of potential sites is currently being undertaken and it is hoped that the scheme will be complete in January 2007.
GC1097	S106	Wythall Park Play Area Refurbishment	P Street	R Hazlehurst	R Heard	0	0	0	0	0	0	Scheme is complete.
GC1098	S106	Callowbrook Park (Rubery) Improvement Scheme	P Street	R Hazlehurst	R Heard	35	0	0	0	35	0	Commencement is pending the awarding of the Play Framework Contract which will be under european procurement regulations.
GC1094	CR	Restoration of Memorial Headstones in Bromsgrove Cemetery	P Street	R Hazlehurst	R Heard	26	0	0	0	26	0	Advice has been sought from other district councils on how to deal with this issue and a report to Executive Cabinet is planned in the autumn to look at the options. Assume at this stage that budget will be spent. A request has been made to carry forward the £16k budget underspend from 2005/06 to 2006/07.
GC809	S106	New Play Area Myhill Field Cofton Hackett (funded from S106)	P Street	R Hazlehurst	R Heard	0	0	0	0	0	0	The original budget included two £20k grant payments, one each in years 2005/06 & 2006/07. However both payments were made in 2005/06 so the overspend of £20k has been deducted from the budget for 2006/07, reducing it to nil. The scheme is complete and an official opening date has been set for 9th September 2006.
GC1116	S106	Bentley Village Hall - Refurbishment of Play Area Equipment.	P Street	R Hazlehurst	R Hazlehurst	20	20	20	0	20	0	Scheme complete.
GC1130	S106	Alvechurch - Swanslength Play Area Refurb/Extension	P Street	R Hazlehurst	R Hazlehurst	40	0	0	0	40	0	Commencement is pending the awarding of the Play Framework Contract which will be under european procurement regulations.
GC1118	S106	Barnsley Hall - Requisition of Land & Provision of new play area (05/06)	P Street	R Hazlehurst	R Hazlehurst	79	0	0	0	79	0	The latest position is as follows: Consultation with residents on a play area design undertaken and play companies invited to provide initial design solutions/quotations; & an open demonstration day of 'Disc Golf' took place on Sunday 2nd April. Site meeting held with John Preston, English Partnerships on 7/3/06 to agree their boundary/access concerns. Negotiations with English Partnership on the purchase of the additional parcel of land continue via Solicitors on the basis of purchasing the land at minimal cost. Legal Dep't are negotiating on the transfer of the land. A request has been made to carry forward the £29k budget underspend from 2005/06 to 2006/07. Also subject to the Play Framework Contract referred to previously.
GC1113	S106	Belbroughton - Sports Storage Facilities & External Toilets	P Street	R Hazlehurst	R Hazlehurst	20	5	3	(2)	20	0	The first payment of this scheme for £1,500 was issued in 2005/06 and a claim for the remaining grant has now been received which will be paid in August 2006. A request has therefore been made to carry forward the £20k budget underspend from 2005/06 to 2006/07.

BROMSGROVE DISTRICT COUNCIL
CAPITAL BUDGET MONITORING STATEMENT - 2006/07
AS AT ACCOUNTING PERIOD 3 - JUNE 2006

GENERAL FUND - CULTURE & COMMUNITY SERVICES

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
MONITORED AGAINST THE 2006/07 PROBABLE REVISED CAPITAL BUDGET			CORPORATE DIRECTOR	BUDGET HOLDER	BUDGET MANAGER	PROBABLE REVISED CAPITAL BUDGET 2006/07 £'000	BUDGETED PAYMENTS TO DATE 2006/07 £'000	EXPENDITURE TO DATE £'000	VIARIATION TO BUDGET TO DATE (9 - 8) £'000	PROJECTED YEAR END EXPENDITURE £'000	PROJECTED YEAR END VARIATION (11 - 7) £'000	BUDGET HOLDER REASONS FOR MAJOR VARIANCES
GC1128	S106	Belbroughton - Skateboard Park.	P Street	R Hazlehurst	R Hazlehurst	40	0	0	0	40	0	Awaiting a bid to be prepared by the applicant. Assumed at this stage that completion is this year.
GC1131	S106	Blackwell - Relocation of Play Area	P Street	R Hazlehurst	R Hazlehurst	40	0	0	0	40	0	Negotiations are underway with Worcestershire County Council over the use of their land for the play area. (St. Catherines Rd).
GC1134	S106	Charford Section 106 Schemes	P Street	R Hazlehurst	R Hazlehurst	100	0	0	0	100	0	Discussions are underway with BDHT on the use of land at The MARC Centre for a potential play area site. Comment re the Play Framework Contract also applies.
GC1135	S106	Dolphin Centre - Provision of Play Area.	P Street	R Hazlehurst	R Hazlehurst	40	0	0	0	0	(40)	Commencement is pending the awarding of the Play Framework Contract which will be under european procurement regulations. Unlikely to proceed this year because of other priority sites.
GC1137	S106	King George V Playing Fields - Floodlights for multi use games area.	P Street	R Hazlehurst	John Godwin	30	0	0	0	30	0	We are preparing a bid to add value to this scheme & looking for some top up funding.
GC1138	S106	Oakalls - New Play Area.	P Street	R Hazlehurst	R Hazlehurst	40	0	0	0	40	0	Commencement is pending the awarding of the Play Framework Contract which will be under european procurement regulations.
GC1156	CR	Catshill 20:20 Community Project - Refurb of Play Area	P Street	R Hazlehurst	R Hazlehurst	35	0	0	0	35	0	The play area is complete and officially opened Saturday 17th June 2006.
GC1125	CR & S106	Catshill 20:20 Community Project - Cycle Track/Footpath Around field	P Street	R Hazlehurst	R Hazlehurst	25	0	0	0	25	0	Scheme is ongoing and will be completed this year.
GC1126	S106	Catshill 20:20 Community Project - Refurb of Catshill Village Hall	P Street	R Hazlehurst	R Hazlehurst	43	43	39	(4)	43	0	The scheme is virtually complete and retention has been held back.
GC1136	S106	Hagley - Play area refurbishment	P Street	R Hazlehurst	R Hazlehurst	40	40	40	0	40	0	This scheme was due to start in 2005/06 but delays have occurred, but the play area is now complete and open. A request has been made to carry forward the £20k budget underspend from 2005/06 to 2006/07.
GC1114	S106	Alvechurch - Completion of Sports Building at Rowney Green (funded from S106)	P Street	R Hazlehurst	R Hazlehurst	10	0	0	0	10	0	The first 50% grant payment on this scheme was made in 2005/06 and the second instalment of £10k (for electrics and plumbing work) is due to be paid in July 2006 to complete the scheme. A request has therefore been made to carry forward the £10k budget underspend from 2005/06 to 2006/07.
GC1115	S106	Drainage improvements to pitch in Beoley (funded from S106)	P Street	R Hazlehurst	R Hazlehurst	7	0	0	0	7	0	A request has been made to carry forward the £7k budget underspend from 2005/06 to 2006/07. This scheme is now complete and is awaiting a claim from the parish council.
GC1129	S106	Pitch drainage works at Romsley (funded from S106)	P Street	R Hazlehurst	R Hazlehurst	15	15	15	0	15	0	This was a 2005/06 scheme and the parish council advised that the grounds works contractors had been postponed until April/May due to the ground conditions, however the scheme is now complete and we are awaiting a claim from the parish council. A request has been made to carry forward the £15k budget underspend from 2005/06 to 2006/07.
GC1106	S106	Barnt Green - Hewell Road /Bittel Road Park improvements	P Street	R Hazlehurst	R Hazlehurst	2	0	0	0	6	4	A request has been made to carry forward the £2k budget underspend from 2005/06 to 2006/07. This partially completed scheme will be finished this year. The projected year end overspend is showing due to expenditure on another scheme being incorrectly charged, by another department, to this scheme in 2005/06 and it is now too late to correct this (accounts now closed). There has been no actual overspend on the scheme, other than what has been stated.
GC1132	S106	Bromsgrove Town FC - Portable goals for Lickey End Recreation Ground	P Street	R Hazlehurst	R Hazlehurst	2	0	0	0	2	0	Release of this funding will support the provision of equipment to be tied in with the Barnsley Hall football pitch/changing rooms scheme and the partnership with the Town Boys FC. A request has therefore been made to carry forward the £2k budget underspend from 2005/06 to 2006/07.

BROMSGROVE DISTRICT COUNCIL
CAPITAL BUDGET MONITORING STATEMENT - 2006/07
AS AT ACCOUNTING PERIOD 3 - JUNE 2006

GENERAL FUND - CULTURE & COMMUNITY SERVICES

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
MONITORED AGAINST THE 2006/07 PROBABLE REVISED CAPITAL BUDGET			CORPORATE DIRECTOR	BUDGET HOLDER	BUDGET MANAGER	PROBABLE REVISED CAPITAL BUDGET 2006/07	BUDGETED PAYMENTS TO DATE 2006/07	EXPENDITURE TO DATE	VIARIATION TO BUDGET TO DATE (9 - 8)	PROJECTED YEAR END EXPENDITURE	PROJECTED YEAR END VARIATION (11 - 7)	BUDGET HOLDER REASONS FOR MAJOR VARIANCES
						£'000	£'000	£'000	£'000	£'000	£'000	
GC1127	CR	Hunters Hill School, Blackwell. (Contribution towards new sports facilities)	P Street	R Hazlehurst	R Hazlehurst	130	0	0	0	130	0	A meeting has been held with the school in May 2006 and work is due to commence in early 2007. A request has therefore been made to carry forward the £130k budget underspend from 2005/06 to 2006/07.
GC1109	S106	Client - provision of Skate equipment	P Street	R Hazlehurst	R Hazlehurst	0	0	0	0	0	0	
		SUB-TOTAL				959	123	62	(61)	923	(36)	
		Dolphin Centre:-										
GC1093	CR	Replacment of Dolphin Centre Pool Plant	P Street	R Hazlehurst	J Godwin	55	0	0	0	55	0	The work will be carried out at the same time as the Phase II Upgrade to avoid closing the pool more than once.
	CR	Dolphin Centre Upgrade Phase II - Health & Fitness Suite	P Street	R Hazlehurst	J Godwin	1,192	0	0	0	1,192	0	Scheme is undergoing full evaluation and appraisal, and the probable start date is the 4th quarter of 2006/07.
GC352	CR	- Upgrade (b/f from 2002/03) (includes 2003/04 slippage)	P Street	R Hazlehurst	J Godwin	0	0	(28)	(28)	0	0	The credit value of expenditure to date relates to the reversal of sundry creditors declared in 2005/06 which are reversed into 2006/07 and which remain unpaid in the year to date.
		SUB-TOTAL Dolphin Centre Schemes				1,247	0	(28)	(28)	1,247	0	
		Liveability Grant Funded Schemes:-										
GC1026	GG	Improvements to Rubery Park (Funded from Government Liveability Fund)	P Street	R Hazlehurst	R Heard	139	94	95	1	139	0	A request has been made to carry forward the £139k budget underspend from 2005/06 to 2006/07. The ballcourt and skatepark have been installed and is due to be officially opened on Saturday 8th July 2006.
GC1027	GG	New park at Barnsley Hall (Funded from Government Liveability Fund & BDC)	P Street	R Hazlehurst	R Heard	217	0	0	0	217	0	Still awaiting the conveyance of land via Solicitors from English Partnerships which has caused delays. Postal consultation period completed with residents of Woodland Grange (see also Barnsley Hall Play Area scheme). Site meeting held 7/3/2006 with John Preston English Partnerships to overcome/agree their boundary/access concerns. Site specific Football Development Plan produced. Site meeting held 7/3/2006 with Football Association representatives to reaffirm support for the scheme with a view to gaining Football Foundation grant. Architect commissioned to design and cost up proposals for changing rooms. A request has therefore been made to carry forward the £22k budget underspend from 2005/06 to 2006/07. The conveyancing process for the land shall dictate the spending profile over 2006/07 or 2007/08. Assumed at this stage that completion will be this year but it will be clearer as the year progresses.
GC1028	GG	Regeneration of two allotment sites (Funded from Government Liveability Fund £16k)	P Street	R Hazlehurst	R Heard	4	0	0	0	4	0	There will be meetings with allotment tenants in July to agree the spending priorities to complete this scheme. A request has been made to carry forward the £4k budget underspend from 2005/06 to 2006/07.
GC1025	GG	Improvements to Sanders Park (Funded from Government Liveability Fund & BDC)	P Street	R Hazlehurst	R Heard	43	0	0	0	43	0	Scheme will be completed in this year. A request has been made to carry forward the £23k budget underspend from 2005/06 to 2006/07.
		SUB-TOTAL Liveability Grant Funded Schemes				403	94	95	1	403	0	
		Community Safety Schemes:-										
GC1069	CR	C.C.T.V. Scheme 1 (Wythall/Drakes Cross)	P Street	R Hazlehurst	G Roche	176	0	0	0	137	(39)	A request has therefore been made to carry forward the £89k budget underspend from 2005/06 to 2006/07. It is anticipated that the scheme will be completed in August 2006 at a cost lower than budget.
		SUB-TOTAL Community Safety Schemes				176	0	0	0	137	(39)	

BROMSGROVE DISTRICT COUNCIL
CAPITAL BUDGET MONITORING STATEMENT - 2006/07
AS AT ACCOUNTING PERIOD 3 - JUNE 2006

GENERAL FUND - CULTURE & COMMUNITY SERVICES

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
MONITORED AGAINST THE 2006/07 PROBABLE REVISED CAPITAL BUDGET			CORPORATE DIRECTOR	BUDGET HOLDER	BUDGET MANAGER	PROBABLE REVISED CAPITAL BUDGET 2006/07	BUDGETED PAYMENTS TO DATE 2006/07	EXPENDITURE TO DATE	VARIATION TO BUDGET TO DATE (9 - 8)	PROJECTED YEAR END EXPENDITURE	PROJECTED YEAR END VARIATION (11 - 7)	BUDGET HOLDER REASONS FOR MAJOR VARIANCES
						£'000	£'000	£'000	£'000	£'000	£'000	
											0	
		GRAND TOTALS				2,785	217	129	(88)	2,710	(75)	

BROMSGROVE DISTRICT COUNCIL

EXECUTIVE CABINET

6th SEPTEMBER 2006

VIREMENTS WITHIN THE REVENUE BUDGET 2006/07

Responsible Portfolio Holder	Councillor Margaret Taylor
Responsible Head of Service	Head of Financial Services

1. SUMMARY

To consider budget virement (transfers) requests in the Revenue Budget 2006/07.

2. RECOMMENDATION

That the virements detailed in Appendix A be approved.

3. BACKGROUND

- 3.1 Council on 6th April 2004 approved the following rules for virements for the purposes of Rules 3(n) and 6(b) of the Councils Budget and Policy Framework Rules

(i) Non-recurring Virements

Virements will be consistent with the aims, objectives and priorities of the Council and with any changes in policy.

Virement will be permitted between any budgets that are controlled by the same budget holder subject to the following limits: -

<u>Virement Value</u>	<u>Approval Required</u>
Up to £ 5,000	The budget holder in consultation with his/her line manager and notified to the Head of Financial Services
£5,001 to £15,000	The Head of Service in consultation with the Head of Financial Services
£15,001 to £100,000	Executive Cabinet
£100,001 upwards	Full Council

Virements between budgets held by different budget holders will need the approval of each budget holder, line manager, Head of Service etc.

(ii) Cumulative Limits

Limits would be cumulative through the financial year, that is, separate amounts vired from/to the same budget heads at different times through the year must not exceed the limits above in total for the year.

(iii) Virement of Employee Budgets

Such virements will not be allowed without the agreement of the Head of Service in consultation with the Head of Financial Services, who will decide whether to report to Cabinet.

(iv) Externally Funded Budgets

Any proposed changes to the budgets resulting from new external funding must be discussed and agreed in advance of spending with the Head of Financial Services.

- 3.2 Appendix A gives details of virements within the 2006/07 Revenue Budget over £100,000 which needs the approval of Full Council, the establishment of a training budget funded by the Capacity Building Fund and virements between £15,000 and £100,000 which need to be approved by Executive Cabinet.
- 3.3 All virements detailed are of an administrative nature and do not represent a change of purpose from the Budgets included in the Medium Term Financial Plan approved by Council on 7th March 2006.

4. Financial Implications

None other than detailed in the report

5. Legal Implications

Report complies with the Councils Budget and Policy Framework Rules in the Council's Constitution and Section 151 of the Local Government Act 1972 which places a duty on the Council to make arrangements for the proper administration of its financial affairs.

6. Corporate Objective

None

7. Risk Management

None

8. Other Sub Headings

Procurement Issues	None
Personnel Implications	None
Governance / Performance Management Considerations	Enables the Council to evidence good corporate governance.
Community Safety Considerations	None

Policy Considerations	None
Environmental Considerations	None
Equalities Implications	None

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Table 1 The following virements are referred to Council for approval in accordance with the Council's Budget and Policy Framework Rules				
Service Area	Budget Heading	From £	To £	Comment
Corporate Communications, Performance & Policy	Monthly Salaries	-253,898		Tidying up coding on Corporate Communications, Performance & Policy to reduce to one Cost centre to assist in budget monitoring
Corporate Communications, Performance & Policy	Monthly Salaries		253,898	Tidying up coding on Corporate Communications, Performance & Policy to reduce to one Cost centre to assist in budget monitoring
Organisation Development and Human Resources	Training Costs		-188,000	Administrative tidy up of coding to enable Corporate Training Budget to be separately identified
Organisation Development and Human Resources	Training Costs	188,000		Administrative tidy up of coding to enable Corporate Training Budget to be separately identified
Corporate Services	Employee costs	323,000		Vacancy Management 4% Provision distributed to Service Area Budgets
All Service areas	Employee costs		-323,000	Vacancy Management 4% Provision distributed to Service Area Budgets

Table 2 The following Budget is referred to Council for approval in accordance with the Council's Budget and Policy Framework Rules				
Organisation Development and Human Resources	Grant from funded by Capacity Building Fund	130,125		Establishing Capacity Building Fund - Training Budget
Organisation Development and Human Resources	Training Costs funded by Capacity Building Fund	-130,125		Establishing Capacity Building Fund - Training Budget

Table 3 The following virements are referred to Cabinet for approval in accordance with the Council's Budget and Policy Framework Rules				
Culture and Community Services	Supplies and Services	-16,075		New range of code set up for Marketing & Tourist Information Centre to assist in budget monitoring
Culture and Community Services	Supplies and Services		16,075	New range of code set up for Marketing & Tourist Information Centre to assist in budget monitoring
Culture and Community Services	Supplies and Services	-16,663		New range of code set up for Marketing & Tourist Information Centre to assist in budget monitoring
Culture and Community Services	Supplies and Services		16,663	New range of code set up for Marketing & Tourist Information Centre to assist in budget monitoring
Culture and Community Services	Support Service Costs	-31,393		New range of code set up for Marketing & Tourist Information Centre to assist in budget monitoring
Culture and Community Services	Support Service Costs		31,393	New range of code set up for Marketing & Tourist Information Centre to assist in budget monitoring
Culture and Community Services	Support Service Costs	-19,412		New range of code set up for Marketing & Tourist Information Centre to assist in budget monitoring
Culture and Community Services	Support Service Costs		19,412	New range of code set up for Marketing & Tourist Information Centre to assist in budget monitoring
Corporate Communications, Performance & Policy	Support Service Costs	-43,067		Tidying up coding on Corporate Communications, Performance & Policy to reduce to one Cost centre to assist in budget monitoring
Corporate Communications, Performance & Policy	Support Service Costs		43,067	Tidying up coding on Corporate Communications, Performance & Policy to reduce to one Cost centre to assist in budget monitoring
Corporate Communications, Performance & Policy	Supplies and Services	-44,000		Tidying up coding on Corporate Communications, Performance & Policy to reduce to one Cost centre to assist in budget monitoring
Corporate Communications, Performance & Policy	Supplies and Services		44,000	Tidying up coding on Corporate Communications, Performance & Policy to reduce to one Cost centre to assist in budget monitoring
Culture and Community Services	Monthly Salaries	-22,151		Transfer staff budget to ensure correct cost of service
Culture and Community Services	Monthly Salaries		22,151	Transfer staff budget to ensure correct cost of service
Planning and Environment Services	Strategic Housing - Premises costs	-20,382		Administrative tidying of subjective code to reflect payments in respect of hostels
Planning and Environment Services	Strategic Housing - Premises costs		20,382	Administrative tidying of subjective code to reflect payments in respect of hostels
Organisation Development and Human Resources	Supplies and Services	15,000		Transferring Budget saving as incorrectly originally reduced OD & HR budget
Corporate Services	Supplies and Services		-15,000	Transferring Budget saving as incorrectly originally reduced OD & HR budget
Legal and Democratic Services	Facilities Management - premises costs	-25,294		Administrative tidying of subjective code to reflect pattern of repairs and maintenance expenditure regarding internal and external work
Legal and Democratic Services	Facilities Management - premises costs		15,345	Administrative tidying of subjective code to reflect pattern of repairs and maintenance expenditure regarding internal and external work
Legal and Democratic Services	Facilities Management - premises costs		9,949	Administrative tidying of subjective code to reflect pattern of repairs and maintenance expenditure regarding internal and external work
Organisation Development and Human Resources	Training Costs		-30,506	Administrative tidy up of coding to enable Corporate Training Budget to be separately identified
Organisation Development and Human Resources	Training Costs	30,506		Administrative tidy up of coding to enable Corporate Training Budget to be separately identified
Corporate Communications, Performance & Policy	Supplies and Services	-100,000		Initially included in Corporate Communications, Performance and Policy - transfer responsibility to Corporate Projects (Phil Street)
Corporate Services	Supplies and Services		50,000	External advice relating to the development of the town centre
Corporate Services	Supplies and Services		50,000	External advice relating to the development of the Longbridge site
Corporate Services	Emergency Planning	-26,000		Transfer of emergency Planning Budget to appropriate Service Area
Planning and Environment Services	Emergency Planning		26,000	Transfer of emergency Planning Budget to appropriate Service Area
Corporate Services	Supplies and Services	-50,000		Cost of implementing single status transferred to OD & HR
Organisation Development and Human Resources	Supplies and Services		50,000	Cost of implementing single status transferred to OD & HR

BROMSGROVE DISTRICT COUNCIL

EXECUTIVE CABINET

6th SEPTEMBER 2006

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

Responsible Portfolio Holder	Rita Taylor, Portfolio Holder for Finance
Responsible Head of Service	Jayne Pickering, Head of Financial Services

1. SUMMARY

- 1.1. The Council needs to review its three-year budget for revenue and capital (including rolling it forward to include 2009/10) – this report seeks to provide an overview of the process and timetable to be followed that will enable this to be achieved by March 2007.

2. RECOMMENDATION

- 2.1. It is recommended that Members endorse the proposed budget timetable.

3. THE BUDGET PROCESS

- 3.1. The process will focus on two main elements:

- Budget holders will be asked to critically review the budget for the current financial year (2006/07) in order to establish a revised estimate.
- Budget holders will be asked to compile the budget for the next three years (2007/08 to 2009/10)

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

- 3.2. 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.
- 3.3. For the period 2007/08 to 2009/10 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 any further additional resource implications of the Improvement Plan and this should be done through the appropriate service business plan). To assist with this the Accountancy Section will roll forward the original estimate for 2008/09 to 2009/10. 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 within the Council to undertake this at present although there will be greater clarity around what is and what isn't included in the budgets.

- 3.4. 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.
- 3.5. Managers should ensure that their accountant is fully involved in the costing of any proposals that have financial implications.
- 3.6. 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.
- 3.7. 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.

4. TIMETABLE

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

18 Sept	<p>A hard copy of the budget spreadsheets (also sent electronically) will be sent out to all budget holders. The spreadsheet will detail actual expenditure 2005/06, latest estimate 2006/07 and the base budgets for each of the years 2007/08, 2008/09, 2009/10 for each cost centre for which they are responsible.</p> <p>Note: a copy of the relevant payroll estimates for each of the years 2006/07 to 2009/10 will 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.</p>
18 Sept	Guidance and documentation to be issued on business cases and options for change.
18 Sept	Support Service recharges - Accountancy Services to issue a "Charging Form" to Budget Holders asking them to provide a split of staff time (for each post in the structure) over the various services. Separate information will be required for the current financial year, as opposed to future years. At the same time non-staff related data such as estimated number of debtor invoices, creditor invoices etc. will be requested. In completing the charging forms budget holders should have regard to what staff will be doing in the future rather than what they are doing now, they should also identify a split for each year. For the majority of staff this will be the same from year to year however for some staff they will be involved in project work that will alter the split of their time.
End Oct	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).

25 Sept to 3 Nov	<p>Budget holders to meet with their accountant to discuss any changes to the existing budgets (contained within the papers sent out on 11 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>Note: In order to improve the robustness of our budget process officers need to improve the way that budgets for major items of income are calculated – planning fees, land charges, building control, car parking charges. The likely level of income needs to be calculated based on usage and level of fees rather than simply rolling forward the budget – the risks associated with these levels of income also needs to be assessed.</p>
25 Sep to 3 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.
25 Sep to 3 Nov	Budget holders to give consideration to fees and charges and submit to Accountancy Services the proposals.
3 Nov	Return of Charging form by budget holders to Accountancy Services.
3 Nov	Return of all other budget information
17 Nov	<p>First draft base budgets available (including recharges and capital charges).</p> <p>Note: There will need to be continued discussion between support service provider and receiver until agreement is reached.</p>
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.
6 Dec	Executive Cabinet to consider base budget, cost of priorities and the process to be followed for consideration of the budget.
Mid Dec to 1 Feb	Officers to identify growth and budget reductions (if they are required) in order to balance the budget.
3 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)
- 6 Feb NNDR consultation
- 7 Feb Consideration by Executive Cabinet of budget for 2007/08 and budget strategy to 2009/10. Approval of service business plans.
- 27 Feb Approval by Council of budget for 2007/08 and budget strategy to 2009/10.
- 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.

4.2. Capital Budget - 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 2006/07 to 2009/10 will be reviewed – it is expected that this work will be undertaken by the Corporate Management Team (CMT) for completion by 17 November 2006.
- 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 CMT.

5. **RISKS**

The main risk as I see it to the successful completion of the revision of the medium term financial plan is the capacity of the organisation to deliver whilst focusing on the Improvement Plan. This will be addressed through close project management of the timetable.

6. **FINANCIAL IMPLICATIONS**

None.

7. **LEGAL IMPLICATIONS**

None.

8. **Other Sub Headings**

None.

Background Papers

Budget Papers

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BROMSGROVE DISTRICT COUNCIL

EXECUTIVE CABINET

6TH SEPTEMBER 2006

NEW FINANCIAL REGULATIONS

Responsible Portfolio Holder	Cllr. Mrs. M. M. T. Taylor
Responsible Head of Service	Head of Financial Services

1. **SUMMARY**

1.1 To seek approval for the new financial regulations to be approved.

2. **RECOMMENDATION**

2.1 That the new Financial Regulations as appended to this report be approved to ensure the proper administration of the Council's financial affairs.

3. **BACKGROUND**

3.1 The current financial regulations were adopted by the Council in 2001 and therefore do not address the financial management improvements and accountability that the Council now aims for.

3.2 In particular, the limits have been looked at as part of a general review of financial standards, financial regulations and budget holders' responsibilities, all set against the background of the government's modernising agenda and the latest 'Use of Resources' assessment criteria used by the Audit Commission.

3.3 Section 151 of the Local Government Act 1972 places a duty on the District Council to make arrangements for the proper administration of its financial affairs, including the appointment of a "responsible officer". The permanent position of S.151 officer is held by the Corporate Director (Resources) however, during the period of the CD(R) holding the Acting Chief Executive role members have approved that the Head of Financial Services will be the nominated S.151 officer.

3.4 Section 114 of the Local Government Act 1988 requires the Head of Financial Services to report to the Council if the authority or one of its officers:

- has made, or is about to make, a decision which involves incurring unlawful expenditure;
- has taken, or is about to take, an unlawful action which has or would result in a loss or deficiency to the authority;
- is about to make an unlawful entry in the Council's accounts.

- 3.5 In addition, the Head of Financial Services is required to make a report under Section 114 if it appears that the expenditure incurred and/or proposed in a financial year is likely to exceed the resources (including sums borrowed) available to it to meet that expenditure.
- 3.6 The Financial Regulations are part of the District Council's Constitution and establish the framework for the administration and control of the Council's financial affairs.
- 3.7 All documents within the regulations are aimed at achieving the four main objectives:-
1. to maintain sound and proper financial procedures and arrangements for the administration of all the District Council's financial affairs;
 2. to ensure that proper safeguards and controls exist;
 3. to provide a framework for financial management and service delivery which will enable, wherever possible, managerial and financial responsibilities to be aligned; and
 4. to safeguard the members and employees of the District Council.

4. **FINANCIAL IMPLICATIONS**

- 4.1 None as a result of this report.

5. **LEGAL IMPLICATIONS**

- 5.1 None as a result of this report.

BACKGROUND PAPERS

None

CONTACT OFFICER

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**BROMSGROVE DISTRICT COUNCIL
FINANCIAL REGULATIONS
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1. INTRODUCTION

- 1.1 Bromsgrove District Council’s Executive Cabinet is responsible for regulating and controlling the Council’s finances and ensuring that sound financial management policies are in place and are adhered to. Part of this process is the establishment and maintenance of financial regulations which set out the Council’s financial responsibilities, policies and procedures.
- 1.2 Financial regulations are subject to annual review. This edition of the regulations will apply from August 2006 and supersedes all previous editions.
- 1.3 Where values appear in these regulations, they are the same as the thresholds in the Council’s Contract Procedure Rules:
 - (i) Value A - up to £14,999;
 - (ii) Value B - over £15,000-£29,999;
 - (iii) Value C - £30,000- £75,000; and
 - (iv) Value D - £75,001 to £144,371.
- 1.4 Additionally, a benchmark value for write offs has been established:
 - (i) < £1,000 – Head of Financial Services;
 - (ii) £1,000 - £2,500 – Head of Financial Services & Portfolio holder; and
 - (iii) > £2,500 – Executive Cabinet.
- 1.5 Financial regulations apply to every member and officer of the Council and anyone acting on its behalf. As a modern Council, Bromsgrove encourages innovation, providing this is within the framework laid down by these regulations, and the necessary risk assessment and approval safeguards are in place.
- 1.6 The Executive Cabinet and the Senior Management Team should maintain a written record of occasions where decisions have been taken under delegated powers, in accordance with the Scheme of Delegations.
- 1.7 All members and officers have a general responsibility for taking reasonable action to provide for the security of the assets under their control and for ensuring that the use of

these resources is legal, properly authorised, provides value for money and achieves best value.

- 1.8 The Senior Management Team is responsible for ensuring that all staff are aware of the content of these financial regulations and other internal regulatory documents and that they are complied with.
- 1.9 The Council's statutory finance officer ("S151 Officer") is the Corporate Director (Resources) who works closely with the Head of Paid Service (Chief Executive). To avoid repetition in this document, references to the Corporate Director (Resources) may also be taken to read "Corporate Director (Resources) in conjunction with the Chief Executive Officer" as appropriate.

2. FINANCIAL MANAGEMENT

- 2.1 Financial Management covers all financial accountabilities in relation to the running of the Council, including the policy framework and budget.
- 2.2 The full Council is responsible for approving the policy framework and budget within which the Executive Cabinet operates.
- 2.3 The Executive Cabinet is responsible for proposing the policy framework and budget to the full Council, and for discharging executive functions in accordance with the policy framework and budget. Executive Cabinet decisions can be delegated to a committee, a portfolio holder, an officer, or any combination thereof.
- 2.4 The Corporate Director (Resources) will for the purposes of Section 151 of the Local Government Act 1972 be the statutory responsible officer for the proper administration of the Council's financial affairs. Other statutory duties arise from the Local Government Finance Act 1988, the Local Government and Housing Act 1989 and the Accounts and Audit Regulations 2003.
- 2.5 The Corporate Director (Resources) will be the responsible officer for making reports under Section 114 of the Local Government Finance Act 1988, the text of which is reproduced in Appendix 1. This relates to any unlawful expenditure, unlawful action resulting in a loss, or unlawful entry in the Council's Accounts.
- 2.6 Devolved financial management arrangements exist within the Council, however it remains essential for the Corporate Director (Resources) to retain a corporate overview, especially when matters of major financial impact are being considered. In this context it will be the responsibility of the appropriate Service Business Manager to ensure that the Head of Financial Services (together with other necessary consultees) is consulted at an early stage to ensure that financial implications are fully contained in reports to any Executive Cabinet, committee or full Council meeting.
- 2.7 The Corporate Director (Resources) will be responsible for advising on the financial, organisational and accounting procedures throughout the Council. Service Business Managers will consult with the Corporate Director (Resources) before introducing any accounts, documents or procedures relating to payment of employees, cash, the keeping of stores, the collection of income or any other accounting matters. Policies on the retention and destruction of financial records will be approved by the Corporate Director (Resources).

- 2.8 Service Business Managers will comply with the requirements of the Corporate Director (Resources) to ensure that as far as possible arrangements are made to separate internal financial checks and different officers carry out the following functions:
- (i) provide information regarding sums due to or from the Council and calculate, check, record and examine these; and
 - (ii) in the case of payments, certify documents for payment.
- 2.9 Service Business Managers will submit to the Corporate Director (Resources) as required all information which the latter considers necessary for costing and accounting purposes and will afford to the Corporate Director (Resources) access to all accounts, records and documents. The Head of Financial Services will be responsible for supplying financial information to Service Business Managers in an agreed form and frequency.
- 2.10 The Corporate Director (Resources) will submit the statutory Statement of Accounts of the Council to the Executive Cabinet for adoption by the Council as soon as possible after the end of the financial year and to comply with any statutory requirements.
- 2.11 In the context of performance management, all staff will ensure that best value is pursued in the delivery of all services and shall continuously seek improvement in the quality, efficiency and effectiveness of services.

3. FINANCIAL PLANNING AND RISK ASSESSMENT

- 3.1 The Council will establish a strategic policy framework to incorporate the main issues facing the Council and to match policies with resources. In terms of financial planning, this will involve consideration of the Council's priorities and promises, and commitments and forecasts for three years, including the annual capital and revenue budget. The annual budget may then be seen as the first year of a rolling three year programme.
- 3.2 An essential part of the planning process is the continuous operation of systems for identifying and evaluating all significant strategic and operational risks facing the Council. This must include a risk assessment of the Council's priorities and promises, budget plans, programme options and service plans involving the proactive participation of the Executive Cabinet, Service Business Managers, Middle Managers and all officers associated with the planning and delivery of services. The Corporate Director (Resources) will obtain Executive Cabinet approval of the corporate risk management strategy and will promote and coordinate risk management activity throughout the Council.
- 3.3 The Senior Management Team will submit to the Executive Cabinet annual proposals for schemes for capital and revenue developments, including an indication of the priority of the schemes. All proposals will be submitted in accordance with the Project Management Framework protocol.
- 3.4 Capital and revenue budgets will be considered jointly so that the future impact of current proposals can be assessed, including the extent to which current capital expenditure commits or frees future resources.
- 3.5 The proposals will distinguish between already approved policies and those where expenditure is foreseen but not yet approved.
- 3.6 The Corporate Director (Resources) will report to the Executive Cabinet details of the level of resources required to service these proposals, in the context of the overall financial strategy of the Council, and the accomplishment of strategic objectives.
- 3.7 The Executive Cabinet will consider the provisional programme and make a general determination of amendments to be made following detailed consideration of the estimates.

4. THE BUDGETARY SYSTEM

4.1 General

4.1.1 The Head of Financial Services will be responsible for establishing, in consultation with Service Managers, a timetable for the preparation of each year's estimates. This timetable will be agreed by the Executive Cabinet in September of each year and will be constructed to ensure that the Council will meet its statutory obligations in respect of setting its local levies. This will allow the Council to meet annually to consider its annual estimates and determine the level of its local tax.

4.1.2 The Head of Financial Services will determine, with consideration of internal and external reporting requirements, the form in which the revenue and capital estimates will be prepared.

4.2 Preparation of Revenue Budgets

4.2.1 Revenue Expenditure

4.2.1.1 Revenue budgets must be prepared within the resource allocation limits prescribed by the Council.

4.2.1.2 Budgets must be prepared in conformity with all instructions on budgeting issued by the Head of Financial Services. It is the responsibility of the Head of Service to ensure that detailed budget preparation takes place, that the amounts included are realistic, and that there has been correct application of budget conventions and procedures.

4.2.1.3 The Head of Financial Services will at all times monitor the preparation of the revenue and capital estimates and will collate the resultant budgets for submission to and consideration by the Executive Cabinet.

4.2.1.4 In addition, the Head of Financial Services will submit a statement of the requirements of the precepting authorities and a recommended level of Local Council Tax for the year.

4.2.1.5 The Executive Cabinet will submit its recommended budget proposals to the Council according to the annually agreed timetable as approved by Executive Cabinet and to comply with any statutory requirements.

4.2.2 Capital Expenditure

- 4.2.2.1 All capital estimates shall be prepared by Chief Officers and Heads of Service in a form laid down by the Head of Financial Services. Individual schemes shall be required to have a business case identifying the business benefits and full financial consequences of the scheme. Such business cases shall be subject to the approval of Cabinet and the Council before inclusion in the Capital programme and before any related expenditure shall be incurred. The content of the capital programme will be recommended to the Council by the Cabinet.
- 4.2.2.2 Variations to the capital programme shall take place in accordance with procedures laid down by the Cabinet, in so far as they are within the powers delegated to Cabinet, and otherwise in accordance with procedures laid down by Council or with the approval of Council.
- 4.2.2.3 For any capital scheme a report shall be made to the Cabinet setting out specific capital scheme proposals and shall give for each scheme (in accordance with the project management methodology):
- (i) why the scheme is required;
 - (ii) the estimated capital cost(s);
 - (iii) the estimated revenue cost(s);
 - (iv) exploration of alternative options;
 - (v) how the project contributes to the Council's objectives / priorities; and
 - (vi) no detailed design work shall be undertaken prior to the report being approved.
- 4.2.2.4 Design work shall not take place on schemes which are not included within the approved capital programme unless written approval has been obtained from the Chief Executive and the Head of Financial Services. Expenditure shall not be incurred on feasibility studies for any other schemes in excess of amounts to be prescribed from time to time by the Head of Financial Services.
- 4.2.2.5 The acceptance of tenders shall take place in accordance with the Contract Procedure Rules. Once tenders have been accepted, these will become the figure to be included in the capital programme, replacing any previous estimate.
- 4.2.2.6 The financing of the capital programme, whether by borrowing, leasing or other arrangements, shall be determined by the Head of Financial Services in consultation with the Portfolio Holder for Financial Services.

4.3 Authority to incur expenditure

- 4.3.1 For revenue budgets, provided that Contract Procedure Rules have been complied with and subject to any specific exclusion, the inclusion of any item in the approved revenue budget and set out in detail in the budget book (other than a contingency provision which will be controlled by the Corporate Director (Resources) will constitute authority to incur expenditure. This must be in line with the budget headings (a combination of both subjective and service) as set out in the budget book.
- 4.3.2 For capital budgets, authority to incur expenditure will follow various stages, from initial feasibility through to project implementation, which will ensure that all projects are considered in detail, including both capital and revenue implications. Funding for each

stage will be specifically agreed by the Executive Cabinet/Council in accordance with agreed procedures and only when the Council through its budget approval process agrees the allocation of funds will the project be included in the current funded capital programme.

4.3.3 Providing Standing Orders, Contract Procedure Rules, Financial Regulations and any Council Instructions for the time being in force have been complied with, inclusion of any items in the approved funded capital expenditure programme shall be deemed to imply:

- (i) sanction for the Service Manager concerned to spend the capital sums provided for projects included in the programme for the current financial year; and
- (ii) authority for the Service Manager concerned:
 - (a) to take steps to enable land required for the purpose of the programme to be acquired in due time, subject to the Council having approved the financing of the capital programme.
 - (b) to proceed with the preparation of plans and other preparatory work, the acceptance of tenders and the pre-ordering of materials or equipment for which there is a long delivery period in connection with schemes, initial expenditure on which is included in the following financial year(s).

4.3.4 Where it appears that any capital project will not be completed within the financial year for which approval has been granted, approval of Full Council must be sought for the carrying-forward of the budget into the next financial year. This requirement does not apply where the planned timescale of the capital project has from the outset encompassed more than one financial year.

4.3.5 Where it appears that any capital project estimate will be exceeded, it shall be the duty of the Service Manager concerned, after joint consultation with the Corporate Director (Resources) and the Head of Financial Services, to inform the Executive Cabinet at the earliest opportunity.

4.3.6 Any proposal involving the adoption of a new policy or the variation or extension of existing policy which may or does affect the Council's finances will be submitted initially to the Executive Cabinet for consideration and subsequent approval by full Council. The proposal will include a comprehensive report justifying the project, outline any revenue and capital implications and include the comments of the Corporate Director (Resources). The proposal will take into consideration any provisions for virement in accordance with paragraph 4.5.

4.3.7 Expenditure considered essential to meet the sudden needs of an emergency or disaster (referable to section 138 of the Local Government Act 1972) may be incurred on the joint approval of the Chief Executive Officer and Corporate Director (Resources) in consultation with the appropriate Executive Cabinet member(s). It will be reported to the next meeting of the Executive Cabinet.

4.4 Budgetary control

4.4.1 Allocated budgets will be cash limited, with budgetary monitoring undertaken by each Portfolio holder under the overall guidance of the Executive Cabinet, such responsibility

being devolved on a day to day basis to nominated budget holders for their own areas of activity. Service Managers will be responsible for controlling and achieving income and expenditure within their area, and will take any permitted action necessary to avoid exceeding their budget allocation, alerting the Corporate Director (Resources) and Head of Financial Services to any problems.

- 4.4.2 The Head of Financial Services, in conjunction with nominated budget holders and will ensure as far as practicable that systems are available which will provide such financial information as is required to enable budget holders to satisfactorily monitor budgets. Budget holders will receive monthly statements of expenditure and income showing budget v actual to ensure those with budgetary responsibility are aware of the financial position of their service. Variations to be discussed with nominated accountants and action plans to be in place to manage budgets effectively.
- 4.4.3 The Head of Financial Services will ensure that the appropriate Executive Cabinet member(s) Portfolio holders are provided with budgetary control information relevant to their sphere of responsibility, on a monthly basis and in accordance with agreed policy. Any significant variations should be discussed by the portfolio holder with Heads of Service and budget holders.
- 4.4.4 The Head of Financial Services will report budgetary performance to Performance Management Board on a quarterly basis.

4.5 Virement

- 4.5.1 The virement rules below cover the transfer of resources between approved budget heading (both subjective and Service area) within the approved budget. Virements do not create additional overall budget liability. Heads of Service are expected to exercise their discretion in managing their budgets responsibly and prudently. Virements will be consistent with the aims, objectives and priorities of the Council and with any changes in policy.
- 4.5.2 Virement will be restricted to extensions of existing policies/ schemes and will not be used for new policies/schemes not previously considered by the Council. Overspend on a particular budget head may be met by virement of budgetary provision from an underspent budget head, subject to the following paragraphs in this section, thereby avoiding the need for supplementary budget approval.
- 4.5.3 Virements between revenue and capital budgets are not permitted.
- 4.5.4 Virements between revenue income and revenue expenditure will not be permitted.
- 4.5.4 Virement amounts up to £5,000 between budget headings as set out in the Council's Budget Book may be carried out by the appropriate Service Manager(s) in consultation with his/her Head(s) of Service and notified to the Head of Financial Services.
- 4.5.5 Virements between £5,001 and £15,000 between budget heading in the Council budget book may be carried out by the Head(s) of Service in consultation with the Head of Financial Services.
- 4.5.6 Virements between £15,001 and £100,000 will be subject to prior approval by the Executive Cabinet.

- 4.5.7 Virements over £100,001 will be subject to prior approval of full Council.
- 4.5.8 There will be no virement into or out of salary costs budgets without the approval of the Executive Cabinet.
- 4.5.9 Virements required due to exercising financial administration of the budgets e.g. setting up of new cost centres to enable more efficient budget monitoring may be carried out by the Head of Financial Service in consultation with or at the request of Heads of Service providing that the original purpose of the budget is remains unchanged and there is no transfer between budget headings.
- 4.5.10 Any exceptions to the above rules must be approved by the Executive Cabinet.

4.6 Supplementary estimates

- 4.6.1 Any proposal to vary annual estimates by incurring expenditure not provided for in the original estimates and which cannot be met by virement in accordance with Financial Regulation 4.5, will be referred in writing by the appropriate Service Manager to the Head of Financial Services prior to its inclusion in any report to be considered by the Executive Cabinet. Such a proposal will be indicated on the meeting agenda.
- 4.6.2 The Executive Cabinet may approve a request for a supplementary estimate, and request approval of Full Council for use of the Council's general or earmarked balances.
- 4.6.3 All supplementary estimates granted constitute approval to incur expenditure.
- 4.6.4 Any proposed changes to the budgets resulting from new external funding must be discussed and agreed in advance of spending with the Head of Financial Services.

4.7 Treatment of year-end balances

- 4.7.1 Executive Cabinet may approve the carry forward of underspends carried forward for one off items of required funding. These decisions will be taken in the context of the Council's overall net expenditure outturn position, the existing policies and priorities of the Council and Medium Term Financial Plan.

5. ORDERS FOR WORK, GOODS AND SERVICES

5.1 General

- 5.1.1 Orders will only be for Council related work, goods and services and will be placed in accordance with applicable Contract Procedure Rules covering estimates, quotations and tenders.
- 5.1.2 The Senior Management Team will ensure that ordering officers have due regard to the Council's Procurement Strategy, the need to obtain best value (both in regard to current Council functions and also when considering procurement options for future service delivery), and any current requirements to obtain goods/services by electronic means.

5.1.3 Every officer and member of the Council has a responsibility to declare any links or personal interests they may have with suppliers or contractors if they are engaged in contractual or purchasing decisions on behalf of the Council, in accordance with appropriate codes of conduct.

5.1.4 Official orders must not be raised for any personal or private purchases, nor must personal or private use be made of council contracts.

5.2 Compliance with Environmental and other Policies

5.2.1 All orders placed will take account of the Council's sustainability policies and commitments. These seek to minimise the environmental impact of goods and services. Where appropriate suppliers will be asked to highlight any environmentally significant features of their goods and services such as life expectancy, energy efficiency, source of timber, recyclability.

5.2.2 All orders placed will take into account other Council policies where applicable, for example Equality and Diversity.

5.3 Format of orders

5.3.1 All written orders for goods and services will be issued on printed and consecutively numbered official order forms, the design of which will be subject to the approval of the Head of Financial Services. An official order form should be completed for all purchases and raised at the time of the order.

5.3.2 Orders and copy orders will be completed in sufficient detail to identify accurately the materials, work or service required and will specify where applicable the quotation, contract or other agreement, the price agreed and the approved budget expenditure code against which costs will be charged.

5.3.3 Budget expenditure codes will only be entered by the nominated budget holder, or by an officer with the budget holder's written authority.

5.3.4 Split ordering to avoid having to obtain quotations or tenders is forbidden.

5.4 Certification of orders

5.4.1 Orders will be signed by the appropriate Service Business Manager, nominated budget holder or other authorised senior officer. The Accountancy Section will receive and retain an up to date list of specimen authorised signatures and will be immediately notified of any changes.

5.4.2 Ordering officers will obtain the countersignature of their line manager before committing any expenditure in which they may have an interest, for example attendance on a training course, booking of accommodation.

5.5 Retention of orders

5.5.1 A copy of the signed official order along with any applicable documentation to justify the purchase will be retained by the appropriate budget holder for two years, plus the current year.

5.5.2 All copies of any spoilt orders will be retained and marked as “cancelled”.

5.6 Corporate purchasing

5.6.1 Each order will conform with the directions of the Corporate Director (Resources) with regard to the use of any corporate purchasing arrangements and the standardisation of goods and materials. Corporate purchasing arrangements may be desirable for IT equipment, mobile phones and office furniture, etc. Contract Procedure Rules must be followed for all corporate purchases.

5.7 Security of orders

5.7.1 It will be the responsibility of Service Business Managers to ensure that blank official orders are ordered in accordance with approved procedures and securely held in a locked stationery store. Inclusive official order numbers in pads of 50 will be recorded in a register and maintained by the Central Administration Section.

5.7.2 Order pads will only be issued to nominated budget holders who will confirm receipt by signing in the register maintained for the purpose.

5.7.3 The budget holder will be responsible for the safe custody and authorised use of all blank official orders once signed for.

5.8 Verbal orders

5.8.1 In cases where goods, materials, works or services are required urgently and where delay would cause either loss to the Council or endanger public health or safety, then the order may be placed verbally by an authorised officer. All such orders must be confirmed with a written order clearly marked “confirmation” and in accordance with the budgetary control provisions outlined in 5.3.

6. PAYMENT OF ACCOUNTS

6.1 Method

6.1.1 Apart from petty cash or other payments from advance accounts, the method of payment will be by cheque, BACS or other instrument drawn on the Council’s account.

6.2 Responsible officer

6.2.1 All payments made on behalf of the Council, with the exception of petty cash payments or other payments from advance accounts, will be made by the Head of Financial Services.

6.2.2 The Head of Financial Services will be entitled to rely on (but may challenge) the certification of authorised officers and will be empowered to pay all accounts so certified. Authorised officers should ensure that where appropriate, adequate supporting documentation is retained with the order/invoice in order to provide a satisfactory audit trail to justify the reason for the payment.

6.3 Certification for payment

- 6.3.1 In this section, references to signing, certifying and authorising relate to both manual and secure electronic means via the Agresso Financial Management System . All accounts for payment will be signed by the appropriate Service Manager, nominated budget holder or other authorised senior officer. Service Managers will ensure that as far as possible a separation of duties exists between the ordering of goods and certification of invoices and that if possible the certification of invoices is carried out by a more senior officer. Each officer certifying an invoice for payment will only certify expenditure against budget heads for which he is responsible, or for which he has delegated authority. The Accountancy Section will be notified of all officers so authorised, will receive and retain a list of specimen signatures and will be notified immediately of any changes.
- 6.3.2 All invoices received at any office of the Council must be forwarded immediately to the Accountancy Section for registration on the Agresso Financial Management system. Similarly all credit notes must be immediately forwarded to the Accountancy section and not retained within Service areas.
- 6.3.3 Payments will only be made on proper tax invoices (when applicable) which display the word "invoice" and the VAT registration number. Any payments made on proforma invoices must be followed up by the issue of a proper tax invoice.
- 6.3.3 In certifying a payment certifying officers will satisfy themselves that:
- (i) the works, goods or services to which the account relates have been carried out, received, examined and approved, are fit for the purpose and where appropriate comply with predetermined standards;
 - (ii) the relevant Standing Orders have been complied with;
 - (iii) the relevant expenditure has been properly ordered, authorised or incurred, is properly chargeable to the correct expenditure code and is within the relevant estimate provision;
 - (iv) the invoices correspond to delivery notes/goods received notes where appropriate, are arithmetically correct and discounts, allowances, credits and tax are correct;
 - (v) an appropriate entry is made on the hard copy order to prevent possible future duplicate payments;
 - (vi) the account has not previously been passed for payment; and
 - (vii) appropriate entries have been made in inventories and stores records.
- 6.3.5 Payments will only be processed if there are original handwritten initials and signatures in the authorisation boxes (i.e. photocopied signatures are not acceptable).
- 6.3.6 Any copy of an invoice produced prior to payment, for example a file copy, will be scored through and marked to clearly identify it as a copy.
- 6.3.7 To comply with VAT requirements, where it is necessary to amend an invoice, it must either be returned to the supplier, or a credit note/supplementary invoice should be

requested prior to payment being made. The use of correcting fluid etc to amend invoices is forbidden.

6.4 Urgent processing

6.4.1 Certified invoices due for payment but which require payment in advance of normal processing may in exceptional circumstances be processed through the urgent payment system with the approval of the Head of Financial Services.

7. TRAVELLING, SUBSISTENCE AND FLEXIBLE WORKING HOURS

7.1 Approved forms

7.1.1 All claims for travelling and subsistence payments and adjustments to the staff flexible working hours scheme will be made only on forms approved by the Head of Human Resources and Organisational Development.

7.2 Certification

7.2.1 All travelling and subsistence claims and flexible working hours adjustment sheets will be signed by the appropriate Service Business Manager or other senior officer authorised to do so. The Accountancy Section and Payroll will be notified of all officers so authorised, will receive and retain a list of specimen signatures, and will be notified immediately of any changes.

7.2.2 Certifying officers will normally be the claimant's line manager who will ensure to the best of their knowledge that:

- (i) travelling and subsistence claims relate to journeys made and expenses properly and reasonably incurred whilst carrying out official duties, in accordance with current Personnel policy and procedural guidance; and
- (ii) flexible working credits/debits are accurately recorded on Wintime or local procedures, in accordance with current Council policy.

7.3 Payment of Travelling and Subsistence Claims

7.3.1 Certified claims will be forwarded to the Payroll Section within five working days following the end of the month to which the claim relates for payment through the salaries and wages system.

7.3.2 Payments to Members will be made by the Payroll Section upon receipt of the prescribed form duly completed and submitted within five working days following the end of the month to which the claim relates.

8. ADVANCE ACCOUNTS

8.1 Provision

8.1.1 The Head of Financial Services will provide advance accounts for appropriate officers of the Council. Advance accounts will be used for the purpose of providing petty cash for incidental purchases. Such accounts will be maintained using the imprest system.

8.1.2 Petty cash floats/imprest will only be raised following the approval of the Accountancy Section who record and reconcile all accounts held. Officers will obtain a holding account code for each imprest/float from the Accountancy Section.

8.2 Operation

8.2.1 Individual payments from advance accounts will be limited to 20% of the value of the account or £50 whichever is the lesser. All payments will have the prior agreement of the account holder and will be supported by a receipted voucher (VAT receipt where appropriate), certified in accordance with Regulation 6.3.

8.2.2 No advances will be used by account holders other than for official purposes.

8.2.3 Staff will be required to ensure any imprests are regularly reimbursed.

8.3 Security

8.3.1 An officer to whom an advance is made will:

- (i) be personally responsible for ensuring the proper use of and safe custody of the money advanced;
- (ii) be able to justify to the satisfaction of the Head of Financial Services the continuing need for an advance account and the level of imprest amount held;
- (iii) be liable to produce upon demand to the Head of Financial Services authorised representative cash or vouchers to the total of the advance together with a certificate of the state of the imprest account; and
- (iii) on leaving the employment of the Council, be liable to account to the Head of Financial Services for the amount advanced.

8.3.2 The Head of Financial Services will:

- (i) maintain a record of advances made; and
- (ii) examine the vouchers and receipts retained by officers in substantiation of payments and reimburse as often as may be necessary the amounts expended.

8.4 Annual statement of value

8.4.1 An annual statement of value of each imprest will be certified by the appropriate Service Manager or their authorised representative and submitted to the Head of Financial Services.

9. SALARIES AND WAGES

9.1 Responsible officer

9.1.1 The Head of Financial Services will make arrangements to pay all salaries, wages and allowances properly payable by the Council to its employees and Members.

9.1.2 In accordance with agreed procedures, each Service Manager will notify the Head of HR and OD immediately in writing of all matters affecting the payment of salaries, wages and emoluments, and in particular:

- (i) appointments, resignations, dismissals, suspensions, secondments, retirements and redundancies;
- (ii) absences from duty for sickness or other reason apart from approved leave;
- (iv) changes in remuneration other than normal increments and pay awards; and
- (v) any information necessary to maintain records of service for superannuation, income tax, national insurance and the like.

9.1.3 Each Service Manager will forward a clearance certificate to the Payroll Section within 2 working days of receiving formal notice that an employee's employment will be terminating, to ensure any debts incurred by the employee have been repaid e.g. car loan/lease car, post entry training expenses, leave taken over entitlement etc.

9.2 New appointments

9.2.1 Appointments of all employees will be made in accordance with the prevailing policies, regulations, and protocols of the Council and the approved establishment, grades and rates of pay, and within any statutory requirements.

9.2.2 Where temporary staff are engaged on a self employed basis, prior advice will be sought from the Head of Human Resources & Organisational Development and Head of Legal and Democratic Services as appropriate, in order to protect the Council from any employment liabilities (for example tax, national insurance) which may arise.

9.3 Approved forms

9.3.1 All timesheets, overtime approvals and other pay documents will be in a form as prescribed by the Head of Hr & OD.

9.4 Certification

9.4.1 All timesheets, overtime approvals or other pay documents will be signed by a Service Manager or other senior officer authorised to do so. The Payroll and Accountancy Section will be notified of all authorised officers, will receive and retain a list of specimen signatures, and will be notified of any changes.

10. CONTRACTS FOR BUILDING, CONSTRUCTIONAL OR ENGINEERING WORK

10.1 Compliance with Contract Procedure Rules

10.1.1 All contracts relating to building, constructional or engineering work made by the Council or on its behalf will comply with the Council's Contract Procedure Rules.

10.2 Register

10.2.1 Service Managers, in consultation with the Procurement Section, will maintain a register of all formal contracts relevant to their activities in a form specified by the Head of Financial Services, and will enter a record of payments to contractors and of all contract fees and related professional fees.

10.2.2 The Head of Financial Services will maintain a record of payments made to contractors and tax deducted, including copies of vouchers sent to the Inland Revenue regarding gross payments made to holders of CIS5 and CIS6 tax certificates.

10.3 Certification

10.3.1 All contract payments will only be made if a valid contract exists, and only on a certificate issued and signed by the appropriate Service Manager or other senior officer authorised to do so. The Accountancy Section will be notified of all authorised officers, will receive and retain a list of specimen signatures and will be notified immediately of any changes.

10.3.2 Where payment is to the holder of a CIS4 registration card, payment will only be made if the card is valid. Tax will be deducted in accordance with legal requirements.

10.4 Variations

10.4.1 Contract variations will be authorised in writing by the appropriate Service Manager or his authorised representative in charge of the contract. A note of the financial effects of any variation must be recorded with the contract documentation either before or immediately after the issuing of the instruction.

10.4.2 Variation orders issued verbally on site must be confirmed in writing within two working days, see 5.8.1 above.

10.5 Final certificates

- 10.5.1 The final certificate of completion of any contract will not be issued until the appropriate Service Manager has completed a detailed statement of account and all relevant documents. The appropriate Service Manager will be responsible for ensuring the adequate checking of final accounts .
- 10.5.2 The Head of Financial Services will, to the extent considered necessary, examine contract final accounts and will be entitled to make all such enquiries and receive such information and explanations as required in order to be satisfied as to the accuracy of the accounts.

10.6 Reporting of excess costs

- 10.6.1 If during the course of any contract there are indications that costs are likely to exceed the approved contract sum, the Head of Financial Services and Corporate Director (Resources) will be informed immediately and a report containing an explanation will be submitted to the next Executive Cabinet.
- 10.6.2 All cases where final costs have exceeded the approved contract sum will be reported to the Executive Cabinet following agreement of the final account.

11. Procurement of Consultancy Services

11.1. Introduction

- 11.2 The purpose of these guidelines is to set out the procedures to be followed within the Council for procuring consultancy services.

11.2 Definition of Consultants

- 11.2.1 In these guidelines "consultancy services" means any professional service provided by any person or organisation to the Council including but not limited to;

11.2.2 Legal services

11.2.3 Accountancy and Financial Services

11.2.4 Technical Consultancy Services

11.2.5 IT Consultancy Services

11.3. Contract Procedure Rules

- 11.3.1 Under the Contract Procedure Rules, a Head of Services is authorised to accept the lowest tender for the supply of services to the Council. Where a Head of Service wishes to accept a tender other than the lowest he/she shall first obtain the consent of the Corporate Director Resources and record the reasons for not accepting the lowest tender.

11.3.2 These guidelines take effect subject to the above provision in the Contract Procedure Rules and other guidance contained in the Council's Constitution.

11.3.4 In practice this means that before a consultant is engaged, the Head of Service must be satisfied that, inter alia, :

11.3.4.1 that budget provision is available for the costs of the consultant; and

11.3.4.2 where it is the intention to accept a tender other than the lowest, the Head of Service shall first obtain the consent of the Corporate Director Resources and record the reasons for not accepting the lowest tender.

11.4 Grounds for Engaging the Consultants

11.4.1 Consultants may be engaged by the Council in any of the following circumstances:

11.4.1.1 Where there is a lack of in-house skills available (e.g. perhaps through a shortage of staff or where the Head of Service is satisfied that the necessary expertise does not exist in-house)

11.4.1.2 There is a short timescale required for the particular piece of work and existing staff would not be able to accommodate the workload required

11.4.1.3 The nature of the work/outcome sought requires an independent view; or

11.4.1.4 The consultant can do the specific work task to a higher quality standard and more economically than if undertaken in-house.

11.5. Competitive Procurement

11.5.1 Whenever practicable a competitive process should be used in the procurement of consultancy services. This is set out in the Contract Procedure Rules. identify the procedures for procurement of services including conditions for any departure from the Contract Procedure Rules.

11.6. Alternative Procurement Procedures

11.6.1 When it is not practicable for the use of a competitive procurement procedure and it is proposed to engage a consultant without a competitive process the following applies:

Contract Value less than £75,000

11.6.1.1 Where the estimated value of the contract is less than £75,000 the written approval of the relevant Head of Services should be obtained to the appointment.

11.6.1.2 The written approval should record the reason why it was necessary to appoint a consultant without a competitive process, the reason for the selection of the consultant and the likely costs (whether a fixed fee, estimated fee or hourly rate).

Contract value between £75,000 and the Public Services Contract Regulations Threshold

11.6.1.3 Where the likely value of the contract is £75,000 or more then in addition to the Head of Service's consent the consent of the Chief Executive and Head of Financial Services should be obtained.

11.6.1.4 A Pro forma Recording the Reasons for the Decision and allowing for authorised is attached at Annexe 1 to these Guidelines. Officers may wish to use this when this is intended to procure using this method.

11.7 Preparation of brief

11.7.1 Whether it is intended to engage a consultant a brief should first be prepared in as much detail as is practicable at the time. The brief should clear the following:

11.7.1.1 Background to the project

11.7.1.2 Project aims and objectives together with clear specifications of the work to be done

11.7.1.3 Expected outcome or deliverables and quality of work required

11.7.1.4 The project timetable

11.7.1.5 the department's own contribution to the project

11.7.1.6 Day to day reporting requirements

11.7.1.7 Relevant source documents available for inspection

11.7.1.8 Requirements and timetable for submitting proposals by the Consultant

11.7.1.9 The named project manager and telephone number for enquiries

11.8 Variations

11.8.1 During the course of consultancy arrangements they often arises a need to vary the brief of the consultant to respond to circumstances unforeseen.

11.8.2 A Variation or series of Variations up to a value of £10,000 may be authorised by the Head of Service.

11.8.3 A Variation which either on its own or when aggregated with previous variations exceed £10,000 requires the authorisation of the Head of Service together with the Chief Executive and Head of Financial Services.

11.9 EU Public Procurement Considerations

11.9.1 Most consultancy services constitute a service for the purposes of the Public Services Contract Regulations 1993. Where ever the estimated value of the contract exceeds the threshold (which is currently £144,371) the regulations apply and the contract must be let in accordance with the public procurement rules. The Head of Financial Services will advise on the procedures to be followed and in cases of doubt will decide whether a contract falls within the public procurement rules.

11.10 Procurement of Legal Services

11.10.1 All legal services (including instruction of Counsel) shall be procured on behalf of the Council by the Head of Legal and Democratic Service.

11.10.2 In view of the nature of the procedure for instructing Counsel it is not practicable for the procedures outlined at paragraphs 5 and 6 to be applied. Therefore instruction of Counsel shall be carried out in accordance with such additional procedures as may be advised by the Head of Legal and Democratic Services from time to time

Annex 1

Pro Forma Approval Form

Authorisation for the Appointment of Consultant

Name of Consultant:

Reason to Use Consultant:

Reason for Choice of Consultant:

Costs of Consultant:

Requested by.....

Approved by

Head of Service

For Contracts with a Value in Excess of £75,000

Approved by.....

Chief Executive.....

Head of Financial Services.....

12. INCOME

12.1 Responsible officer

- 12.1.1 The Head of Financial Services will be responsible for ensuring that prompt and proper arrangements exist for the collection, custody, control, disposal and accounting of all cash and remittances due to the Council.
- 12.1.2 Budget officers will notify the Head of Financial Services of all sums due to the Council in respect of payment for goods and services or other transactions involving the receipt of money in a manner as prescribed by the Head of Financial Services.
- 12.1.3 All sums due from sundry debtors will be raised promptly by Service Units via the debtors module of the Agresso System (or for revenues related debts via the Academy system). Responsibility for the prompt and thorough recovery of debts rests with the appropriate Debtors officer. Whenever appropriate, payment in advance should be obtained as this improves the Council's cashflow and also avoids the time and cost of administering debts.

12.2 Paying in

- 12.2.1 All money received by an officer on behalf of the Council will be paid into one of the Council's Cash Offices without delay, or if instructed by the Head of Financial Services, direct to the Council's bank account.
- 12.2.2 No deduction will be made from sums due to the Council.
- 12.2.3 Officers paying into a bank account must enter a reference to the debt or the origin of the cash or cheque on the paying in slip.
- 12.2.4 Post-dated cheques will not be accepted by the Council .

12.3 Official receipts

- 12.3.1 All official receipts, forms, tickets, vouchers and similar documents will be ordered, stored and issued in accordance with procedures approved by the Head of Financial Services
- 12.3.2 No receipt given by an officer for money received will be in a form other than an official receipt.

12.4 Cashing cheques

- 12.4.1 No personal cheques will be cashed out of money held on behalf of the Council.

- 12.4.2 No third party cheques will be accepted by cashiers for the payment of any debt.
- 12.4.3 No Bromsgrove District Council cheques endorsed "Account Payee" will be accepted by cashiers in respect of any outstanding debt unless there are any extenuating circumstances which have been considered and approved by the Head of Financial Services.

12.5 Transfer of remittances

- 12.5.1 Every transfer of money held on behalf of the Council from one member of staff to another will be evidenced by the signature of the receiving officer in a register or proforma maintained for this purpose.
- 12.5.2 Any blank cheques received and those which are not "Account Payee Only" will be crossed with an official stamp immediately on receipt as part of the post opening procedure.

12.6 Write offs

- 12.6.1 It will be the responsibility of Service Managers to promptly notify the Head of Financial Services of the need to write off any debt, giving details of the steps taken to recover the debt and valid reasons for the write off. A "debt" may be classified as:

- (i) an individual amount for an individual debtor; or
- (ii) the cumulative amount of several related debts for an individual debtor, (for example all business rates arrears or all outstanding trade refuse payments).
- (iii) an amount "due to the Council arising through the provision of a service by the Council or by way of a sanction, Council tax or NNDR debts" or an amount held on the Agresso sundry debtors module or the Academy system

- 12.6.1 Authorisation to the write off of an individual debt is detailed in paragraph 1.4.
- 12.6.2 The write off of an individual debt greater than £2,500 will require the authorisation of the Executive Cabinet.
- 12.6.3 In all cases, due consideration will be given during the write off process to the ongoing provision of the service and any other Council services being provided to the debtor.

12.7 Money laundering

- 12.7.1 For the purposes of the Proceeds of Crime Act 2002 and the Money Laundering Regulations 2003, the Head of Financial Services will be the Council's Money Laundering Reporting Officer (MLRO) who will receive disclosures of suspected money laundering offences. The Council's Deputy MLRO is the Audit Services Manager.
- 12.7.2 Any payments in excess of £2,500 must be recorded and the details sent to the MLRO weekly.

- 12.7.3 Cash receipts exceeding £10,000 for goods or property must be reported immediately to the MLRO who will inform HM Revenue and Customs.
- 12.7.4 All suspicious payments (whatever the value or form of payment – cash, cheque, card, transfer, etc) must be reported immediately to the MLRO.

13. BANKING AND CHEQUES

13.1 Responsible officer

- 13.1.1 The Head of Financial Services will operate bank accounts to carry out the Council's banking transactions at the bank nominated by the Council, and will be responsible for the authorised operation of all bank accounts, bank transfers and the issue of all cheques on behalf of the Council.
- 13.1.2 No account will be opened on behalf of or including the name of the Council except on the authority of a resolution by the Council. Accounts will only be opened when authorised by the personal signature of the Head of Financial Services or other authorised officer.

13.2 Order and custody of cheques

- 13.2.1 Cheques will only be ordered on the authority of the Head of E Government & Customer Services, who will make proper arrangements for their safe custody.
- 13.2.2 Internal transfers of cheques will be recorded and a discharge of liability signature will be obtained.
- 13.2.3 Any necessary replacement cheques shall not be drawn until confirmation has been received in writing from the Council's bank that the original cheque has been "stopped".

13.3 Signatures

- 13.3.1 All cheques drawn on the bank accounts of the Council will bear the Head of Financial Services signature. All facsimile signatures will be checked at the time of printing.
- 13.3.2 All cheques and BACS payments exceeding £10,000 will require a second signature. A list of authorised signatures is maintained by the Accountancy Section.

14. TREASURY MANAGEMENT

14.1 Responsible officer

- 14.1.1 All money in the hands of the Council will be under the control of the officer designated for the purposes of Section 151 of the Local Government Act 1972, the Corporate Director (Resources), who will take all executive decisions on borrowing, lending, repayment and financing in line with current Council policy.

14.2 Records

- 14.2.1 The Head of Financial Services will be the Council's Registrar of bonds and mortgages and will maintain records of any borrowing and lending by the Council.

14.3 Best practice

- 14.3.1 All borrowing, lending and financing will be in accordance with the CIPFA publication "Treasury Management in the Public Services" (2001).
- 14.3.2 Should the Head of Financial Services wish to depart in any material respect from the main principles of this publication, the reasons will be disclosed in a report by that officer to the Council

14.4 Policy, strategy and reporting

- 14.4.1 A long-term treasury management policy statement will be adopted by the Council and thereafter its implementation and monitoring will be delegated to the Head of Financial Services.
- 14.4.2 At or before the start of the financial year the Head of Financial Services will report to the Executive Cabinet on the proposed treasury management strategy for the coming financial year.
- 14.4.3 The Head of Financial Services is responsible for ensuring that up to date treasury management practice statements are in place providing written guidance and instruction on routine operational activities.
- 14.4.4 The Head of Financial Services will report to the Executive Cabinet on the activities of the treasury management operation. This will include an annual report on treasury management for presentation by 30th September of the succeeding financial year.

15. INTERNAL AUDIT

15.1 Responsible officer

- 15.1.1 The statutory requirement for internal audit in local government is prescribed by the Accounts and Audit Regulations. The responsibility for maintaining an adequate and effective system of internal audit rests with the relevant body ie: the Council. This responsibility is formally delegated to the responsible officer appointed under Section 151 of the Local Government Act 1972. Accordingly, a system of continuous internal audit, under the control and direction of the Head of Financial Services will carry out an examination of the accounting, financial and other operations in so far as they have financial effects on the Council. Internal Audit effort will be co-ordinated with that of the Council's external auditors.

15.2 Internal Control

- 15.2.1 Internal Auditors are responsible for reviewing and advising on the Council's internal control systems. These systems need to ensure compliance with all applicable statutes, regulations and best practice guidance. Internal controls should also ensure that the risks

facing the Council are minimised and that public funds are properly safeguarded and used economically, effectively and efficiently, in accordance with the statutory and other authorities that govern their use.

- 15.2.2 Service Managers are responsible for managing risks and maintaining sound arrangements for planning, appraising, authorising and controlling operations in order to secure continuous improvement, economy, effectiveness and efficiency, and to achieve financial performance targets.

15.3 Rights of access

- 15.3.1 The Internal Auditors, as the authorised representative of the Head of Financial Services, will have authority:

- (i) to enter any land, building, vehicle or plant owned or used by the Council;
- (iv) to have access at all times to any record, document, contract or correspondence relating to the affairs of the Council, including those stored by mechanical, electric or electronic means;
- (iii) to possess or take copies of any record, document or correspondence;
- (vi) to require such explanations as are necessary from any Council officer concerning any matter under examination; and
- (vii) to require any employee of the Council to produce cash, stores or any other Council property under their control.

15.4 Standards

- 15.4.1 The Internal Audit Section will comply with all legislative requirements and guidelines issued reflecting best audit practice. The results of Internal Audit work will be reported annually and at such other times as are necessary to the Executive Cabinet and Audit Board.

15.5 Fraud and irregularity

- 15.5.1 The Audit Services Manager is responsible for maintaining and promoting the Council's Anti-fraud and Corruption Strategy.

- 15.5.2 Any officer who suspects that an irregularity is being or has been perpetrated concerning the Council's affairs shall immediately inform the necessary people, their Service Manager, Corporate Director, the Monitoring Officer, or the Head of Financial Services, who will investigate and report as necessary.

- 15.5.3 Any Member who suspects that an irregularity is being or has been perpetrated concerning the Council's affairs shall immediately inform the Chief Executive Officer, the Monitoring Officer and the Head of Financial Services, who will investigate and report as necessary.

- 15.5.4 Where criminal proceedings might be necessary the Chief Executive Officer in consultation with the Head of Financial Services and the Monitoring Officer will be responsible for deciding whether to refer a matter to the Police.

15.5.5 Any Member or officer who suspects that an irregularity concerning the Council's affairs is being or has been perpetrated by the Chief Executive Officer or the Head of Financial Services shall immediately inform the Monitoring Officer.

15.5.6 The Council has a whistleblowing policy (Confidential Reporting Code) which aims to:

- (i) provide confidential avenues for employees and others to raise concerns and receive feedback on any action taken;
- (ii) allow employees to take the matter further if they are dissatisfied with the Council's response; and
- (iii) reassure employees that they will be protected from reprisals or victimisation for whistleblowing in good faith.

16. INVENTORIES

16.1 Responsible officer

16.1.1 Service Managers will maintain an inventory of all significant items of plant, vehicles, machinery, equipment, tools, furniture and other movable property under their control.

16.2 Form and control

16.2.1 Inventories will be in a form approved by the Head of Financial Services.

16.2.2 Service Managers will be responsible for ensuring that inventories are continuously updated, and that appropriate action is taken on the discovery of deficiencies and surpluses. Attractive and portable items such as computers and cameras should be marked with security markings as belonging to the Council.

16.3 Write offs

16.3.1 Unserviceable inventory items of little value and items past their useful life will be written off under the written authority of a Service Manager.

16.3.2 Items that are to be written off, other than as a result of fair wear and tear, shall be done in accordance with guidance and limits stated in paragraph 1.4.

16.3.3 Disposal of written off inventory items will be the responsibility of Service Managers in consultation with the Head of Financial Services. This will be by competitive tender, public auction, or such other manner which is most beneficial to the Council.

16.4 Removal of property

16.4.1 The Council's property will not be removed or used other than in accordance with the ordinary course of the Council's business except in cases where specific direction or approval has been issued by the appropriate Service Manager.

16.4.2 Loan items of clothing, equipment etc. will be signed for by the recipient and returned when leaving the Council's employment.

17.7 LAND HOLDINGS

17.1 Responsible officer

17.1.1 The Head of Legal and Democratic Services will maintain a terrier of all land and properties owned by the Council and will maintain an asset register of the Council's land and property holdings with a value in excess of £5,000 in accordance with current accounting requirements.

17.2 Coverage

17.2.1 The land and property terrier will contain the following details:

- (i) purpose for which held;
- (ii) location;
- (iii) extent and plan reference;
- (iv) purchase details, including date of acquisition;
- (v) rents receivable/payable and rent review dates;
- (vi) reference to easements in deeds and
- (vii) other charges against the property such as repairing and insuring obligations.

17.3 Security

17.3.1 The Head of Legal and Democratic Services will keep all title deeds securely and will record all deeds temporarily removed.

17.3.2 The Common Seal of the Council will be kept in a safe place in accordance with the relevant section of the Council's Constitution.

17.4 Acquisitions

17.4.1 Any acquisition of land or property by the Council will comply with relevant legislation and current guidelines reflecting best practice.

- 17.4.2 The Head of Legal and Democratic Services and the Head of Financial Services in conjunction with the appropriate Portfolio holder will jointly exercise a delegation to deal with acquisitions under £10,000 and will advise the Local Ward Member before the decision is taken.
- 17.4.3 Routine acquisition of land or property above £10,000 will be authorised by a prior resolution of the Executive Cabinet.
- 17.4.4 For urgent acquisitions of £10,000 land or property, a meeting of the Executive Cabinet will be convened, and the advice of the Head of Financial Services will be sought before any decision is taken. The views of the local Ward Member will be sought.
- 17.4.5 The Head of Legal and Democratic Services will exercise a delegation up to £10,000 to deal with property management issues such as lease renewals and rent reviews. Property management issues and decisions above £10,000 will be taken in conjunction with the appropriate Portfolio Holder.

17.5 Disposals

- 17.5.1 Disposals of Council land or property will comply with relevant legislation and current guidelines reflecting best practice. In particular the Local Government Act 1972 S123 requires that disposals will be for the best consideration that can reasonably be obtained. Detailed guidance is given in Professional Guidance Note No. 2 (Disposals of land interests by Local Authorities) issued by the Valuation Liaison Group.
- 17.5.2 The Corporate Director (Resources) and in conjunction with the appropriate Executive Cabinet member will jointly exercise a delegation to deal with disposals under £10,000.
- 17.5.3 Routine disposal of land of an anticipated market value in excess of £10,000 will require the prior approval of the Executive Cabinet, who will consider a report by the Head of Legal and Democratic Services which will include the financial, legal and other consequences of the proposed disposal. Before reporting to Cabinet the matter must be considered by the Capital Asset Management Group (or such other corporate body as may have responsibility for the Asset Management Plan) and must adhere to the principles enshrined within the prevailing Asset Management Plan.
- 17.5.3 Terms shall not be finalised without the benefit of a current valuation from a qualified valuer with appropriate expertise. This is particularly important where negotiations are conducted with a single purchaser.
- 17.5.4 Disposals above £30,000 will be subject to the invitation of competitive bids. The land/property will be advertised on a scale and in locations calculated to reach the relevant sectors of the property market. Where land is to be disposed of by:
- (i) auction - it should be subject to a reserve price not less than the valuer's current valuation; or
 - (ii) public tender or sealed offers - Contract Procedure Rules will be applied.
- 17.5.5 Where disposals are related to land where the proposed purchaser already has an existing interest, for example adjacent owner, lessor, tenant, sale by private treaty may be applicable and use may be made of estate agents appearing on an approved list.

17.5.6 Where an offer is accepted subject to contract and a higher offer is received before contracts are exchanged, the person who made the former offer shall be given the opportunity to increase it if it is proposed to accept the higher offer.

17.5.7 Negotiations with prospective purchasers should take place at the Council House or at the offices of the other party or their agents within normal office hours, with at least two officers present. Signed minutes shall be kept and points agreed confirmed promptly by exchange of correspondence. The progress of negotiations shall be regularly reported to the Head of Legal and Democratic Services and the Capital Asset Management Group.

17.5.8 In exceptional circumstances, if urgent disposal of £30,000 land or property is necessary, a meeting of the Executive Cabinet will be convened, and the advice of the Head of Financial Services will be sought before any decision is taken.

18. INSURANCE

18.1 Responsible officer

18.1.1 The Head of Financial Services will arrange all necessary insurances for the Council in accordance with agreed policy. A record of all properties and risks covered will be kept, and a review will take place at least annually to ensure that all the insurances remain adequate.

18.2 Claims

18.2.1 The Head of Financial Services will be responsible for dealing with all claims against or on behalf of the Council.

18.2.2 The appropriate Service Manager will notify the Head of Legal and Democratic Services and the Head of Financial Services immediately in writing of any loss, liability of damage or any other event likely to lead to a claim, and will provide full supplementary information relating to the claim within 10 working days. Where necessary, the appropriate Corporate Director, having consulted with the Head of Legal and Democratic Services, will inform the Police.

18.3 Cover

18.3.1 The appropriate Service Manager will immediately inform the Head of Financial Services in writing, of all new risks, properties or vehicles, and any material alterations to existing risks, properties or vehicles.

18.3.2 The appropriate Service Manager will consult the Head of Legal And Democratic Services in respect of the terms of any indemnity the Council is asked to give.

19. STOCKS AND STORES

19.1 Responsible officer

19.1.1 Service Managers will be responsible for the care and physical custody of the stocks and stores under their control, and for ensuring that such stocks and stores are not kept in excess of normal requirements.

19.2 Records

19.2.1 Stocks and stores records will be kept in a form to be agreed by the Head of Financial Services.

19.3 Stocktaking

19.3.1 Stocks and stores will be subject to periodic test checks by officers other than the storekeepers and all stocks and stores will be checked at least annually, to include a review of the level and condition of stock.

19.3.2 A certificate of value will be produced on the last day of each financial year and forwarded promptly to the Head of Financial Services within seven working days.

19.4 Write offs

19.4.1 Surpluses or deficiencies will be reported to the Service Manager and appropriate accounting action taken, subject to the approvals detailed in paragraph 1.4.

19.5 Surplus stocks

19.5.1 Service Managers will be responsible for the disposal of surplus stocks and stores subject to the agreement of the Head of Financial Services. This will be by competitive tender, public auction, or such other manner which is most beneficial to the Council. Any disposal of a single item of stock in excess of £2,500 will be reported to the Executive Cabinet.

20. SECURITY

20.1 Responsible officer

20.1.1 Service Managers will be responsible for the safe keeping and authorised use of all assets under their control.

20.2 Cash holding

20.2.1 Maximum limits of cash holdings will be agreed with the Head of Financial Services and will not be exceeded without written permission.

20.3 Keys

20.3.1 Keys held by Officers and nominated Members to the Council House property, including safes, cash boxes, strong rooms and computer terminals, security systems and any other secure item or area will be issued by the Head of Legal and Democratic Services to named individuals who will confirm receipt in a register and be responsible for their safe custody. The loss of any key will be reported to the Head of Legal and Democratic Services immediately.

20.3.2 The Head of Legal and Democratic Services will be responsible for ensuring that adequate security arrangements exist for keys to other Council owned property.

20.3.3 Service Managers will ensure that officers who leave the Council's employment or cease to be required to hold keys surrender their keys immediately.

20.3.4 Service Managers will retain master copies of all keys issued.

20.4 Identification cards

20.4.1 The Head of Human Resources & Organisational Development will be responsible for issuing identification cards to all permanent Officers and Members.

20.4.2 Service Managers will be responsible for making arrangements for issuing identification cards to temporary staff, visitors, trade workers etc, and ensuring that all personnel return their identification cards when they leave the Council's employment.

20.4.3 All Officers and Members will wear their identification cards at all times when on official premises.

20.5 Information and Communications Technology

20.5.1 The Head of E-Government & Customer Services will be responsible for the security of corporate data, and ensuring that adequate contingency arrangements exist which protect the Council's interests in the event of an ICT disaster.

20.6 Post opening

20.6.1 The Head of Legal And Democratic Services will be responsible for ensuring that secure post opening procedures exist to prevent:

- (i) items of mail being lost or stolen; and
- (ii) fraudulent documents entering the system.

20.6.2 Procedures will be documented and will include:

- (i) post opening by a minimum of two staff;
- (ii) post receipt / despatch in a secure area;
- (iii) date stamping of post received; and
- (iv) effective and timely document image processing.

20.7 Breaches of security

20.7.1 The appropriate Service Manager will immediately report breaches of security to their Corporate Director, who will consider the audit and insurance implications, take appropriate action and refer sufficiently serious cases to the Police.

21. MANAGEMENT OF INFORMATION

21.1 Responsible officer

21.1.1 All officers will be responsible for maintaining proper security and privacy of all information under their control including that held in computerised files. Proper consideration will be given at all times to the proper use of passwords to prevent unauthorised access to systems.

21.2 Data protection and Freedom of Information

21.2.1 The Head of Legal and Democratic Services will be nominated as Data Protection Officer and will be responsible for ensuring that the Council acts in accordance with the provisions of the Data Protection and Freedom of Information legislation.

21.3 Retention of documents

21.3.1 Service Managers will make arrangements for retaining official documents for the periods as listed at Appendix 2.

22. EXTERNAL ARRANGEMENTS

22.1 Introduction

22.1.1 Officers may represent the Council on partnerships and external bodies, in accordance with the scheme of delegation.

22.2 External Funding

22.2.1 The Head of Financial Services is responsible for ensuring that all funding notified by external bodies is received used for the intended purpose and properly recorded in the Council's accounts.

22.3 Work for Third Parties

22.3.1 The Executive Cabinet is responsible for approving the contractual arrangements for any work for third parties or external bodies.

22.3.2 Service Managers will ensure that:

- (i) any risks are minimised and such work is intra vires;
- (ii) a register is maintained of all contracts entered into with third parties;
- (iii) appropriate insurance arrangements are made;
- (iv) the Council is not put at risk from any bad debts;
- (v) no contract is subsidised by the Council;
- (vi) wherever possible, payment is received in advance of the delivery of the service;
- (vii) the Service Unit has the appropriate expertise to undertake the contract;
- (viii) all contracts are properly documented; and
- (ix) appropriate information is provided to the Head of Financial Services for final accounts purposes.

APPENDIX 1

LOCAL GOVERNMENT FINANCE ACT 1988

Section 114 Functions of responsible officer as regards reports

- (1) On and after the commencement day the person having responsibility for the administration of the financial affairs of a relevant authority under section 151 of the 1972 Act, section 73 of the 1985 Act or section 112, shall have the duties mentioned in this section, without prejudice to any other functions; and in this section he is referred to as the chief finance officer of the authority.
- (2) The chief finance officer of a relevant authority shall make a report under this section if it appears to him that the authority, a committee or officer of the authority, or a joint committee on which the authority is represented:
 - (a) has made or is about to make a decision which involves or would involve the authority incurring expenditure which is unlawful,
 - (b) has taken or is about to take a course of action which, if pursued to its conclusion, would be unlawful and likely to cause a loss or deficiency on the part of the authority, or
 - (c) is about to enter an item of account the entry of which is unlawful.
- (3) The chief finance officer of a relevant authority shall make a report under this section if it appears to him that the expenditure of the authority incurred (including expenditure it proposes to incur) in a financial year is likely to exceed the resources (including sums borrowed) available to it to meet that expenditure.
- (3a) It shall be the duty of the chief finance officer of a relevant authority, in preparing a report in pursuance of subsection (2) above, to consult so far as practicable:
 - (a) with the person who is for the time being designated as the head of the authority's paid service under section 4 of the Local Government and Housing Act 1989; and
 - (b) with the person who is for the time being responsible for performing the duties of the authority's monitoring officer under section 5 of that Act.
- (4) Where a chief finance officer of a relevant authority has made a report under this section he shall send a copy of it to:

- (a) the person who at the time the report is made has the duty to audit the authority's accounts, and
 - (b) each person who at that time is a member of the authority.
- (5) Subject to subsection (6) below, the duties of a chief finance officer of a relevant authority under subsections (2) and (3) above shall be performed by him personally.

- (6) If the chief finance officer is unable to act owing to absence or illness his duties under subsections (2) and (3) above shall be performed -
 - (a) by such member of his staff as is a member of one or more of the bodies mentioned in section 113(3) above and is for the time being nominated by the chief finance officer for the purposes of his section; or
 - (b) if no member of his staff is a member of one or more bodies, by such member of his staff as is for the time being nominated by the chief finance officer for the purposes of this section.
- (7) A relevant authority shall provide its chief finance officer with such staff, accommodation and other resources as are in his opinion sufficient to allow his duties under this section to be performed.
- (8) In this section:
 - (a) references to a joint committee are to a committee on which two or more relevant authorities are represented, and
 - (b) references to a committee (joint or otherwise) include references to a sub-committee.

N.B. For the purposes of Section 6 above, the Corporate Director (Resources) will be the nominated officer.

APPENDIX 2

Minimum period for retention of “financial” documents

Note: the following is based on the CIPFA Financial Information Service list which incorporates the results of a number of local agreements with HM Revenue and Customs.

Type of Document	Retention Period (Years)
Accountancy/Financial	
Budgetary monitoring reports	2 + current
Estimate working papers	2 + current
Financial ledgers (incl year end reports)	6
Grant claim records	6
Investment records	6 after maturity
Journals etc	6
Leasing records	2 + current
Statement of accounts	Retain indefinitely
VAT claims	6
VAT records	6
Bank Related Records	
Bank paying-in books/slips	6
Bank reconciliation papers	6
Bank statements	6
Cheque books and counterfoils	6
Cheque lists (creditors/payrolls)	2 + current
Cheques - cancelled	2 + current
Cheques – returned	2 + current
Loan records and correspondence	2 + current
Contracts	
Contract registers	Retain indefinitely
Final accounts:	
contracts executed under hand	6
contracts issued under seal	12
Successful tenders	6 after final payment
Unsuccessful tenders	Until final payment

Creditor Records

BACS records	6
Copy orders	6
Credit notes	6
Creditor invoices	6
Delivery notes	2 + current
Periodic payment records	6
Petty cash floats & imprest documentation	6

Income Records

Cash receipting reconciliation records	6
Collection and deposit books	6
Correspondence (income)	6
Debtor records (non-current accounts)	6
Miscellaneous income receipts	6
Receipt books & record of books issued	6
Sales records	6

Insurance Records

Insurance claims, correspondence	6
Insurance contracts – expired	Retain indefinitely
Insurance policy documentation	Retain indefinitely

Miscellaneous Records

Capital works monitoring reports	2 + current
Car leasing and mileage records	6 from end of lease
Car loans	6
Community Charge records (non-current)	6
Computer system documentation	2 + current
Council Meetings: reports and agendas	Retain indefinitely
Council Tax records (non-current)	6
Departmental files for Building Control, Planning, and Trees (for Latent Damage Act purposes)	16
Flexible Working Hours adjustments	1 + current
Inland Revenue documentation	6
Inventory records	6
Land charges records	Retain indefinitely
Members' statutory registers (non-current)	4
Minutes - Council meetings: reference copy	Retain indefinitely
Mortgages: records/correspondence (non-current)	2 + current
Postal remittance lists	2 + current
Road fund licence records	2 + current
Stock lists	2 + current
Travelling and subsistence claims	2 + current
Vehicle logs	2 + current
Vehicle/machinery leasing records	2 + current

Payroll

BACS records and output	3
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Building Society reports	3
Copy payslips	6
Correspondence	6
NI number changes	3
Overtime records	6
Payroll adjustment documentation	6
Payroll reconciliations	6
Part time employees' documentation	6
Pension records	Retain indefinitely
SSP and SMP records	4
Staff transfer and leaver records	6
Starters' forms	2
Tax and National Insurance records	6
Tax code notifications	2 + current
Timesheets	6
Union records	2 + current

Personnel

Personnel files (non-current)	6 + current
Staff contracts (non-current)	6
Unsuccessful candidates' job application forms	1

BROMSGROVE DISTRICT COUNCIL

EXECUTIVE CABINET

6th SEPTEMBER 2006

FRONT OF HOUSE CONVERSION WORKS

Responsible Portfolio Holder	Cllr Mrs C Spencer
Responsible Head of Service	A R Burton, Head of Legal & Democratic Services

1. SUMMARY

- 1.1 To seek approval for financing of additional capital expenditure in relation to the front of house alterations.

2. RECOMMENDATION

- 2.1 That the financing of the additional costs incurred be met from existing capital receipts.

3. BACKGROUND

- 3.1 Members will recall the approval of a capital scheme to overhaul and restructure the Council's front of house area, following the migration of the switchboard to the Customer Service Centre and the cessation of the old-style "reception" arrangements. The Front of House budget was originally set at £77,000 which was the amount of the underspend on the CSC building works at the end of 2004/5.
- 3.2 It is necessary to report to Members that the budget that was originally expected to have been available had been reduced. This was because additional works were required at the Customer Service Centre, which resulted in a reduction of the budget available for the Front of House project.
- 3.3 The original budget for the CSC was £614,000. £537,000 was spent in 2004/5 and it was anticipated that the resulting £77,000 underspend would be used to fund the Front of House works. As part of the CSC project, additional costs of £22,000 were incurred in 2005/06 in respect of architects' fees, provision of new doors, additional signage, and the release of the contractors' retention. This resulted in the funds available to fund the front of house work being reduced to £55,000.

3.4 The capital expenditure on the alterations has included :

	£
Architectural Design:	7,326
Building works	59,953
ICT works	1,500
Security Devices:	165
Survey:	550
Electrical	310
TOTAL	69,804

3.5 The budget of £55,000 was insufficient for the level of adaptations which were required to enable the former reception area to be restructured. Additional works in relation to electricity installations were required but became apparent only after works had commenced. This was because the existing wiring installations were then found to have been added to over the years in an ad-hoc and unrecorded manner. The fuseboards were not marked to show which circuit served which sockets, the existing fuseboards had no spare capacity to carry the 23 circuits necessary to service the offices in question, so a new large circuit board was required. This in turn necessitated a new heavy-duty mains electrical supply cable routed from the boiler room and around the building into the front of house area. Rewiring was found to be necessary to the male and female toilets, the toilet lobby, the air conditioning units, the photovoltaic system and outside lights, and the automatic doors. These elements amounted to additional expenditure of some £6,000.

3.6 Further unanticipated expenditure arose in relation to the necessity for a new CISCO switch unit forming part of the IT infrastructure. This had been originally predicted at a cost of £1,500 but rose to £5,000.

3.7 Whether any of the above elements should reasonably have been apparent, and whether appropriate enquiries were made by the contractors and/or surveyors is not yet known, but this is receiving consideration.

3.8 Whilst the works were underway a substance was discovered which was suspected to be asbestos, thus requiring investigation. Whilst this proved to not to be asbestos, the investigation itself represented unexpected cost.

3.9 The net effect of the combination of these circumstances is that there is a shortfall in the necessary budget for the Front of House project. The shortfall equates to £35,000 as a combination of the reduction in the original budget of £22,000 and the additional works in respect of electrical services, ICT and asbestos testing.

4. Financial Implications

4.1 It is proposed that the overspend to the capital budget be financed from the Councils capital receipts which will result in the anticipated balance at 31.3.2007 to be £11.169m.

5. Legal Implications

5.1 None.

6. Corporate Objectives

6.1 None

7. Risk Management

7.1 There are no implications.

Background Papers

None

Contact officer

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BROMSGROVE DISTRICT COUNCIL

EXECUTIVE CABINET

6th SEPTEMBER 2006

CONVERSION WORKS – REVENUES AND BENEFITS

Responsible Portfolio Holder	Cllr Mrs M Taylor
Responsible Head of Service	J Pickering Head of Financial Services

1. SUMMARY

- 1.1 To seek approval for financing of conversion works to offices within the Revenues and Benefits section.

2. RECOMMENDATION

- 2.1 That approval is requested from Council to increase the Capital Programme 2006/07 to include the funding of £8500 and to be financed from capital receipts

3. BACKGROUND

- 3.1 The cash office that was used by the public at the main entrance to the Council House was demolished earlier this year as part of the refurbishment of the reception area.
- 3.2 The area behind the new Meet and Greet entrance has not been developed as part of the capital project. There remains a large area that needs some refurbishment to allow the department to utilise the space effectively.
- 3.3 The proposed refurbishment would include the transfer of all printers and storage cabinets to the old cash office area to ensure a more operationally effective area for the staff to work in. This would enable the fraud team to move from their current work area to one where the team can work together.

4. Financial Implications

- 4.1 A quote has been received that amounts to £8,500. This includes electrical and interior fixtures to enable the area to be utilised for the Revenues and Benefits section.
- 4.2 It is proposed that the financing is made available from the Councils capital receipt which will result in the anticipated balance at 31.3.2007 to be £11.160m.

5. Legal Implications

5.1 None.

6. Corporate Objectives

6.1 None

7. Risk Management

7.1 There are no implications.

Background Papers

None

Contact officer

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